

MISSOURI DEPARTMENT OF TRANSPORTATION

FOCUS

STRATEGIC INITIATIVES FOR CONTINUOUS IMPROVEMENT

April 2019

SAFETY • SERVICE • STABILITY



Director's Introduction

MoDOT's commitment to operational excellence is longstanding and is documented in over 15 years of performance measurement in the form of Tracker. MoDOT has generated over \$4.8 billion in direct savings through continuous improvement on services provided to the traveling public. In the past ten years – even with a notable increase in program scope and scale – these efforts have provided results with 4,405 projects and \$12.1 billion in completed project value. Those strengths in program delivery and operations will continue to provide value to Missouri residents and highway users nationally and are now being supported by the additional initiatives in the current strategic change program, Focus. Among the Cabinet agencies of state government, MoDOT's record of data-driven analysis, decision-making and project management provides a solid foundation for the department's operational excellence in the 21st Century. To improve on these results, these qualities allow MoDOT to launch projects, scale them quickly and efficiently and drive them to completion.

As the department continues to pursue the strategic direction for change initiatives established in 2018, the primary values of **Safety, Service, and Stability** remain at the forefront of our program. MoDOT is home to 5,100 problem solvers leading this change to improve how service is delivered to Missouri residents.

What will be new in the coming year is the relationship between our training and budgeting efforts as they support MoDOT's vision for continuous improvement and strategic focus. Several MoDOT leaders have already been identified to undergo LEAN training and certification in partnership with state government peers. Additionally, the benefits of high-quality training materials are available to all employees of state government by the Office of Governor Parson and the Governor's MO Learning initiative. Over 7,400 courses have been developed that will provide greater value to MoDOT staff as we continue to improve our training resources.

During the upcoming year, project managers and department leaders will meet regularly to discuss resources that support continuous improvement and ensure the right resources are made available to successfully complete the initiatives on time. In addition, dashboards will be developed for these projects that will be fully integrated into our existing Tracker and Focus performance measurement frameworks. As we move closer to completion of these projects, our targets, plans, and budgeting priorities will be calibrated to align with the values of **Safety, Service, and Stability**. Project managers should look forward to more details from the champions of these three values, as these discussions will launch soon.

Finally, three initiatives have been completed. These initiatives and Project Managers are: Citizens Guide to Transportation Funding, Ben Reeser; New Department Website, Matt Hiebert; and Cost Share Program with Local Government Statewide, Todd Grosvenor. Please join me in congratulating these project managers and their team for the work in maintaining a high level of performance and dedication to public service at MoDOT. Sincerely,



Patrick McKenna



MISSOURI

Department of Transportation

2018 Version 1.0



ASPIRATION

We will provide a world-class transportation system that is safe, innovative, reliable, and dedicated to a prosperous Missouri

THEMES

Safety

Keep citizens and employees safe

Service

Deliver transportation solutions of great value and use resources wisely

Stability

Preserve and operate a reliable transportation system with an engaged workforce

INITIATIVES

- Improve safety culture
 - Buckle Up Phone Down, Behavior Based Safety
 - District training academy pilot
 - Development of statewide safety standard operating procedures
- Innovate to improve work zone and system-wide safety
 - Autonomous truck-mounted attenuators and flagger vehicles
 - Deploy a suite of demonstrably impactful safety techniques through a design-build program structure
- Improve partnerships with other agencies and leverage private sector
 - Predictive analytics to optimize development of enforcement and winter operations resources

- Improve communications
 - Citizen's Guide to Transportation Funding
 - New department website
 - Better traveler information map
- Improve project management tools
 - Maintenance Management Information System
- Develop innovative program delivery
 - Design-build, design-build finance, and/or operations and maintenance options
 - Value engineering
- Fleet and facilities optimization strategy implementation

- Increase employee engagement and recognition
 - Pay plan
 - Training and certifications
 - Evaluate job descriptions
 - Leadership coins
 - Succession planning
- Research and deploy alternative funding solutions
 - Cross-cabinet collaboration
- Leverage innovations to reduce costs and improve service quality
- Cost share program with local government statewide

RANKINGS

1-10	=	A
11-20	=	B
21-30	=	C
31-40	=	D
41-50	=	F

Road Conditions

A

Current Performance = 90 percent major highways (5,517 miles) in good condition. 76 percent of minor highways (28,339) in good condition.

National Ranking = Missouri had the 9th best pavements on the National Highway System. (FHWA Highway Statistics)

Customer Satisfaction

A

Current Performance = 83 percent satisfied customers

National Ranking = Missouri trails the highest rated company on the American Customer Satisfaction Index by only 4 percent.

Project Management

A

Current Performance = Missouri road and bridge projects were delivered within 0.8 percent of the award amount and 93 percent were delivered on-time.

National Ranking = Not available.

Congestion (travel time index)

A

Current Performance = Kansas City - 1.13 St. Louis - 1.15

National Ranking = Kansas City (9th) and St. Louis (10th) rank as some of the least congested urban areas in the U.S. (*Texas Transportation Institute*)

Administrative Costs

A

Current Performance = \$2,187 cost per mile

National Ranking = Missouri has the 3rd lowest administrative cost per mile. (FHWA Highway Statistics)

Infrastructure for Business

B

Current Performance = No internal measure

National Ranking = A CNBC business study ranks Missouri's infrastructure as the 11th best for business.

Number of Fatalities

D

Current Performance = 932 fatalities

National Ranking = Only 12 states experienced more motor vehicle deaths ranking Missouri 38th. (National Safety Council)

Bridge Conditions

D

Current Performance = 8 percent of bridge decks in poor condition (24,487 total bridges)

National Ranking = Missouri ranked 38th for the most bridge deck area in poor condition. (FHWA Highway Statistics)

Revenue

F

Current Performance = \$50,766 revenue per mile

National Ranking = Missouri has the 46th lowest revenue per mile. (FHWA Highway Statistics)

Employee Turnover

F

Current Performance = 11.99 percent

National Ranking = Not available; However, **Stretch Target** = 6 percent. (Price Waterhouse Cooper's Saratoga Institute benchmark data)

MODOT VALUES

TANGIBLE RESULTS

SAFETY Be Safe	Keep Customers and Ourselves Safe
Be Accountable SERVICE Be Respectful Be Inclusive	Provide Outstanding Customer Service Deliver Transportation Solutions of Great Value Use Resources Wisely
Be Bold Be Better STABILITY Be One Team So we can be a great organization	Keep Roads and Bridges in Good Condition Operate a Reliable and Convenient Transportation System Advance Economic Development

Table of Contents

Safety	Update	Project Manager	Page
Improve Safety Culture			
Buckle Up Phone Down	Quarterly	Nicole Hood	2
Behavior Based Safety	Quarterly	To Be Determined	5
District Training Academy Pilot	Quarterly	James Shannon	7
Development of Statewide Safety Standard Operating Procedures	Quarterly	Chris Rutledge	9
Use Innovation to Improve Work Zone and System-wide Safety			
Autonomous Truck-mounted Attenuators and Flagger Vehicles	Quarterly	Chris Redline	11
Utilize Data-driven Analysis to Deploy Impactful Safety Techniques through a Design-build Program Structure	Quarterly	Bill Schnell	14
Improve Partnerships with Other Agencies and Leverage Private Sector			
Predictive Analytics to Optimize the Development of Enforcement Operations	Quarterly	Alex Wassman	17
Predictive Analytics to Optimize Winter Operations	Jan/July	Alex Wassman	20
Service	Update	Project Manager	Page
Improve Communications			
Citizens Guide to Transportation Funding	Complete	Ben Reeser	23
New Department Website	Complete	Matt Hiebert	24
Better Traveler Information Map	Quarterly	Matt Hiebert	25
Improve Project Management Tools			
Maintenance Management System	Quarterly	Mike Rinehart	26
Develop Innovative Program Delivery			
Design-build, Design-build Finance, and/or Operations and Maintenance Options	July	Kenny Voss	27
Value Engineering	Jan/July	Kenny Voss	29
Fleet and Facilities Optimization Strategy Implementation			
Fleet Optimization	Jan/July	Amy Niederhelm	31
Facilities Optimization	Quarterly	Levi Woods	32
Stability	Update	Project Manager	Page
Increase Employee Engagement and Recognition			
Employee Engagement and Cost of Turnover	Quarterly	Paul Imhoff	35
Research and Deploy Alternative Funding Solutions			
Cross-cabinet Collaboration	Jan/July	Liz Prestwood	39
Leverage Innovations to Reduce Costs and Improve Service Quality			
Innovations Challenge Submissions and Best Practices	October	Kelly Backues	41
Cost Share Program with Local Governments Statewide			
Local Entity Cash Leveraged for Cost Share Program	Complete	Todd Grosvenor	43

SAFETY

Keep citizens and employees safe

- **Improve Safety Culture**
 - Buckle Up Phone Down
 - Behavior Based Safety
 - District Training Academy Pilot
 - Development of Statewide Safety Standard Operating Procedures
- **Use Innovation to Improve Work Zone and System-wide Safety**
 - Autonomous Truck-mounted Attenuators and Flagger Vehicles
 - Deploy a Suite of Demonstrably Impactful Safety Techniques through a Design-build Program Structure
- **Improve Partnerships with Other Agencies and Leverage Private Sector**

Improve Safety Culture

Buckle Up Phone Down

SAFETY CHAMPION

Mark Shelton, District Engineer

PROJECT MANAGER:

Nicole Hood, Highway Safety and Traffic Engineer

PURPOSE OF THE PROJECT:

MoDOT is improving the safety culture through Statewide Strategic Initiatives such as Buckle Up Phone Down. In 2017, MoDOT introduced the Buckle Up Phone Down challenge to address the two most impactful actions a driver can take to prevent crashes or survive if one occurs.

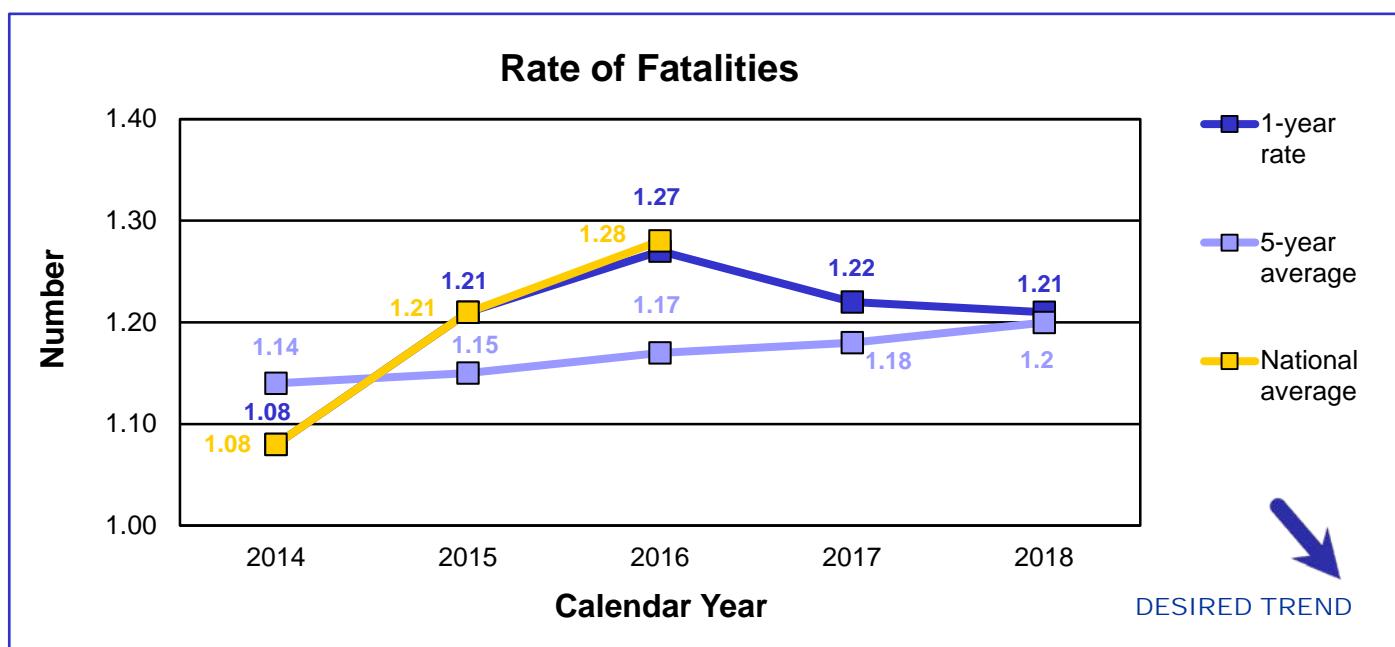
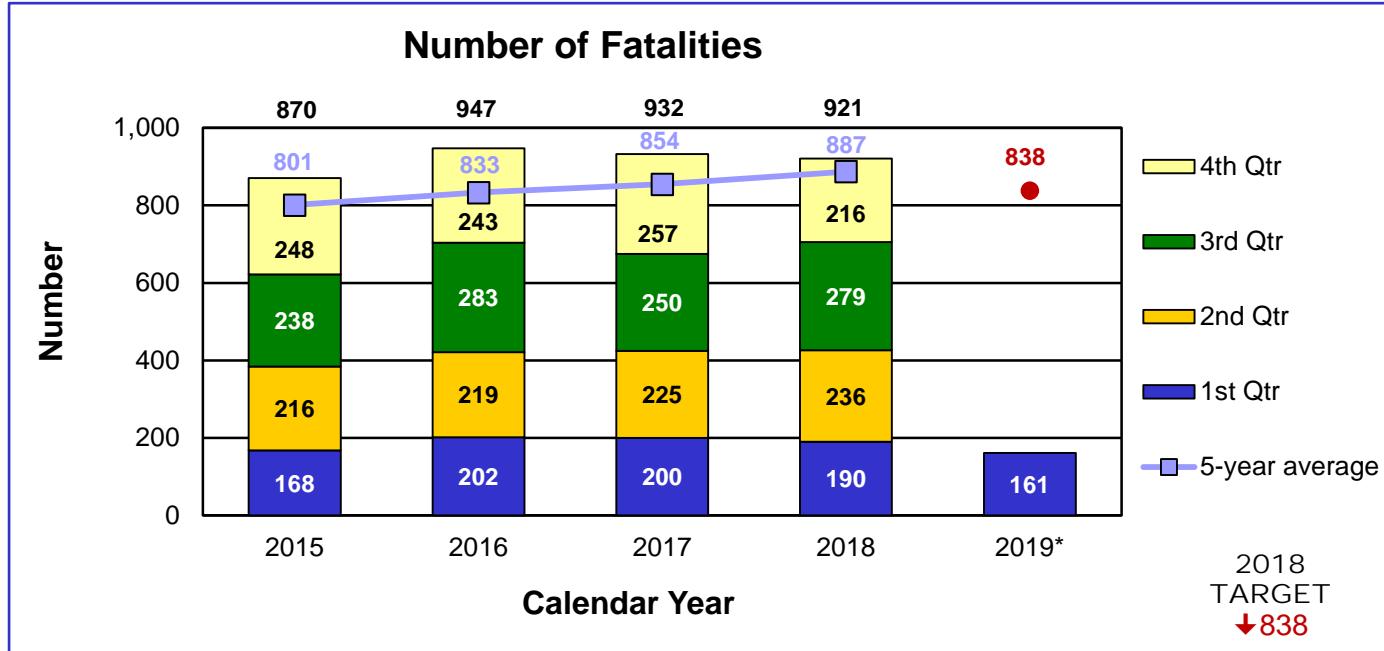
The Buckle Up Phone Down challenge is an attempt to drive down the record number of fatalities and serious injuries on our roadways. The challenge encourages businesses and individuals to pledge to buckle up every person, every trip and for drivers to put their phone down. Distracted driving is a leading cause of traffic crashes, with texting and driving increasing the risk of a crash by 50 percent. In a 2018 survey conducted by AT&T, nearly nine out of ten drivers admitted to using a smart phone while driving. In addition, over 60 percent of traffic fatalities in Missouri involve unbuckled drivers or passengers who may have survived if they were properly restrained. Several hundred Missouri businesses have pledged to promote this challenge with their employees and thousands of individuals have also made the pledge to promote their own safety and that of others.

Not only are we getting individuals to accept the challenge, we're getting businesses to support safety policies such as banning cellphone use in company vehicles and making safety belts mandatory. October 19, 2018, was MoDOT's second annual Buckle Up Phone Down Day, a time to stand up, accept the challenge and promote roadway safety. The day was a success; Governor Mike Parson proclaimed October 19th as BUPD Day in Missouri. On that day, an additional 500 people signed up to take the challenge, social media was saturated with the BUPD message and various activities occurred across the state.

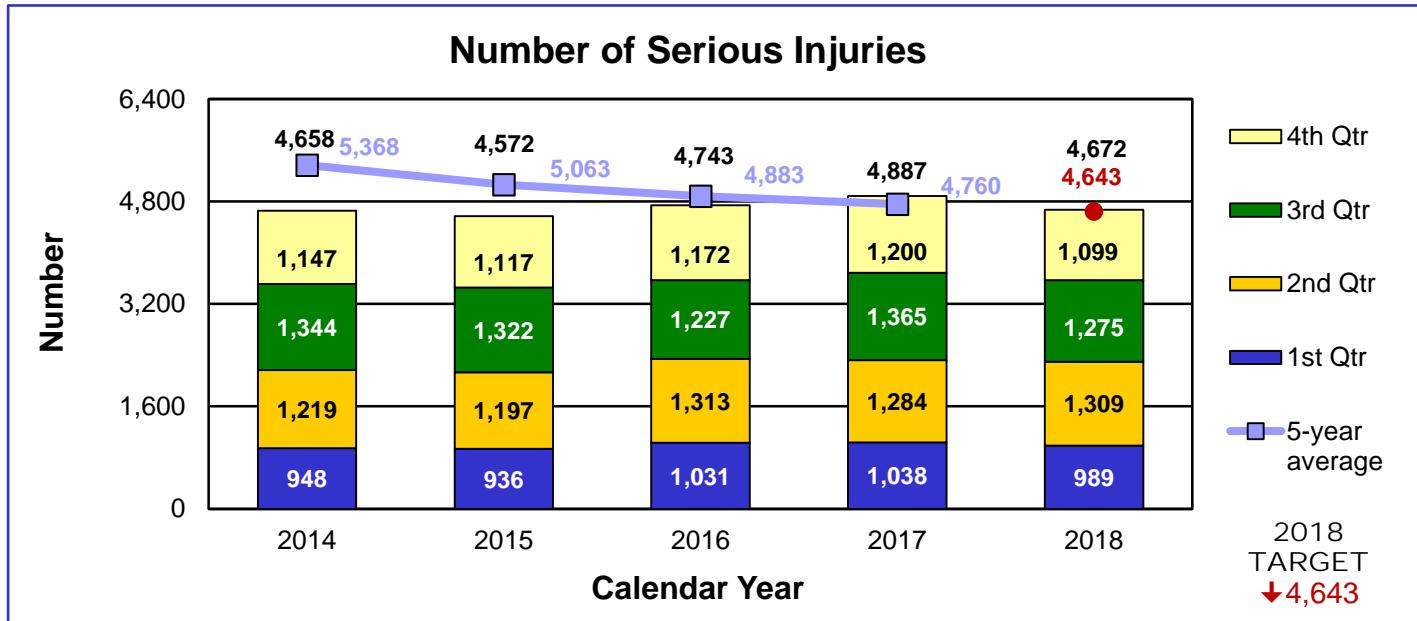
The results from Missouri's 2018 safety belt survey indicate the challenge is helping to educate and encourage more people to buckle up. The most recent statewide safety belt use rate was 87.1 percent, which is a 3.1 percent increase over the 2017 survey results.

Distracted driving legislation is one of MoDOT's three legislative priorities for the 2019 session. Champions in each district are continuing to raise awareness with the BUPD challenge by reaching out and educating all drivers about the importance of keeping the phone down. An all-driver handheld cell phone ban would support the department's continued efforts to reduce fatalities and serious injuries on our roadways.

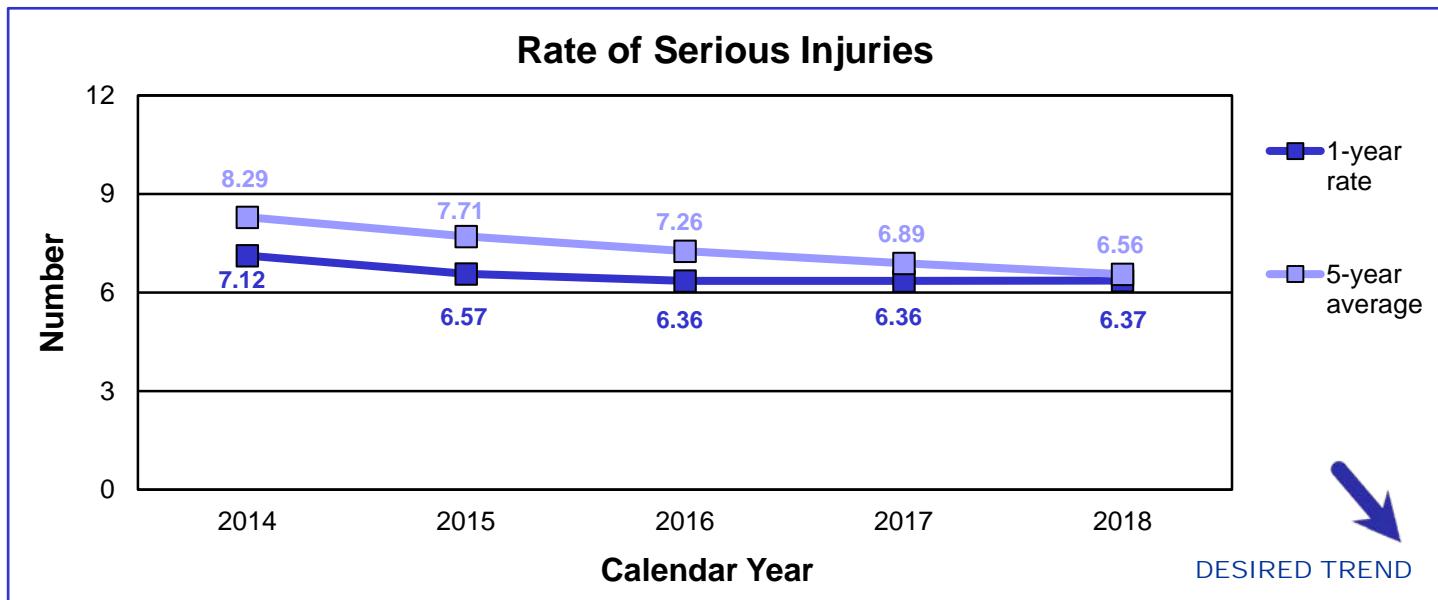
Improve Safety Culture



Improve Safety Culture



*2019 – Due to a backlog of crash reports into STARS, the serious injury measure only includes data derived from TMS. First quarter 2019 data is unavailable on the MSHP radio reports and is incomplete in TMS.



Improve Safety Culture

Behavior Based Safety

SAFETY CHAMPION:

Mark Shelton, District Engineer

PROJECT MANAGER:

To Be Determined

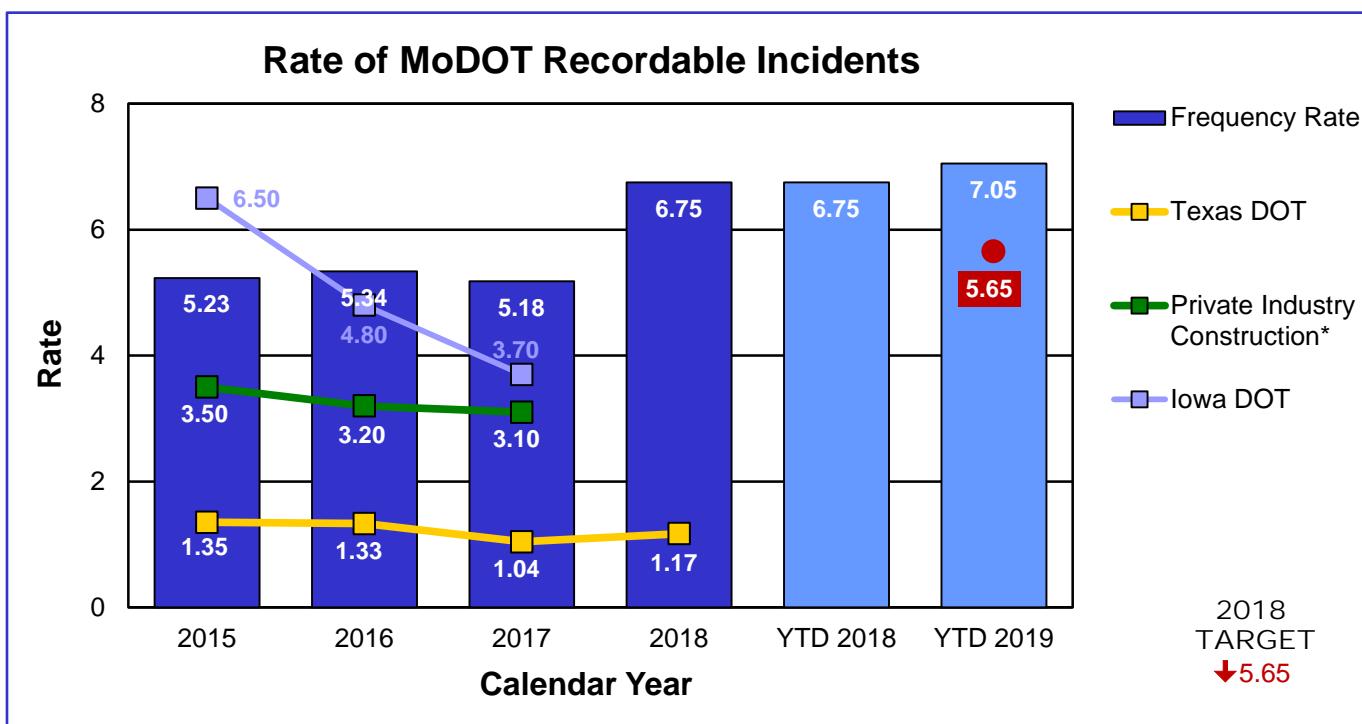
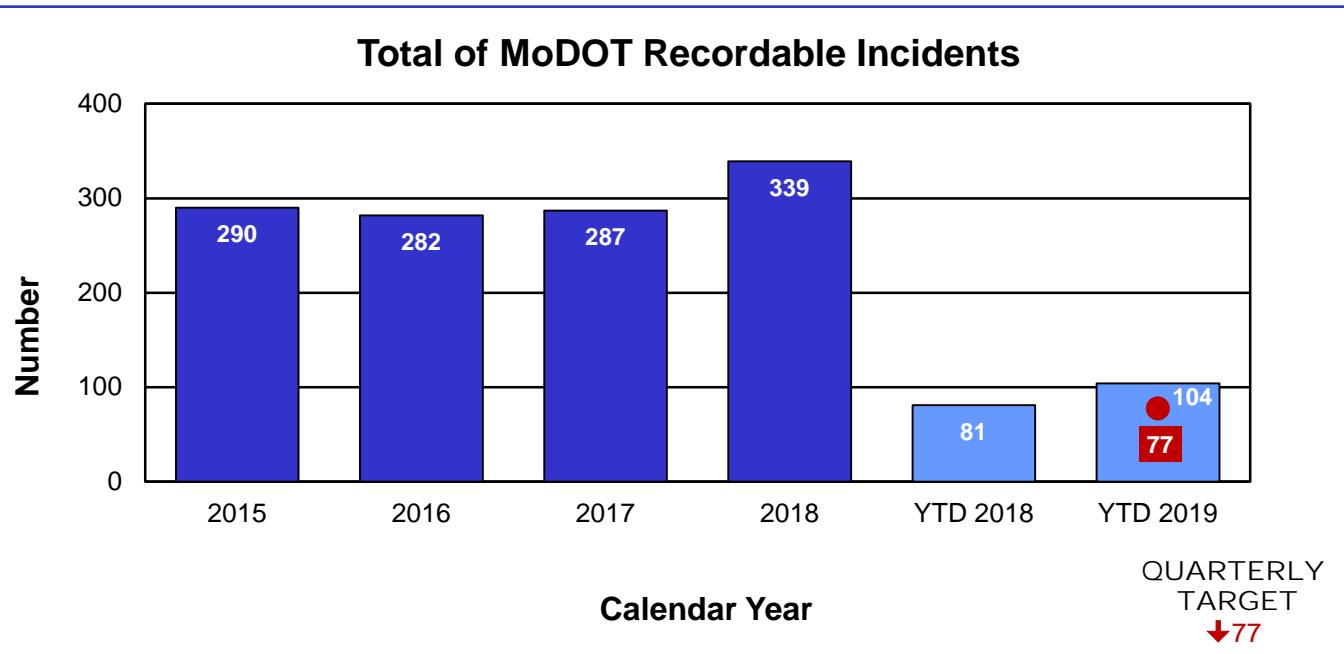
PURPOSE OF THE PROJECT:

The total and rate of recordable incidents are tracked to measure the department's performance in improving safety. Behavior Based Safety is a strategic initiative that has been implemented over the last two years to improve MoDOT's safety culture. BBS is a concept that emphasizes employees' actively caring about the safety of themselves and their co-workers. BBS training also involves instruction regarding the ability to understand human behavior. The objective of BBS is to eliminate or, at least reduce, the number of recordable incidents and injuries attributable to employees' actions.

MoDOT recordable incidents have plateaued over the past several years. However, these incidents increased in calendar year 2018. This may be a result of increased reporting due to the mitigation of distrust by employees and the elimination of incentive programs, especially team incentives. Incidents result in cost to MoDOT via treatment of injuries and/or payment of Workers' Compensation benefits; typically \$5-6 million annually.

The desired outcome is to reduce incidents and injuries to MoDOT employees. Efforts are underway to reiterate MoDOT's commitment to BBS and to determine strategies to improve performance. This may include supplemental training to supervisory staff or other approaches.

Improve Safety Culture



*OSHA private industry data is not yet available for 2018.

Improve Safety Culture

District Training Academy Pilot

SAFETY CHAMPION:

Mark Shelton, District Engineer

PROJECT MANAGER:

James Shannon, Assistant District Maintenance Engineer

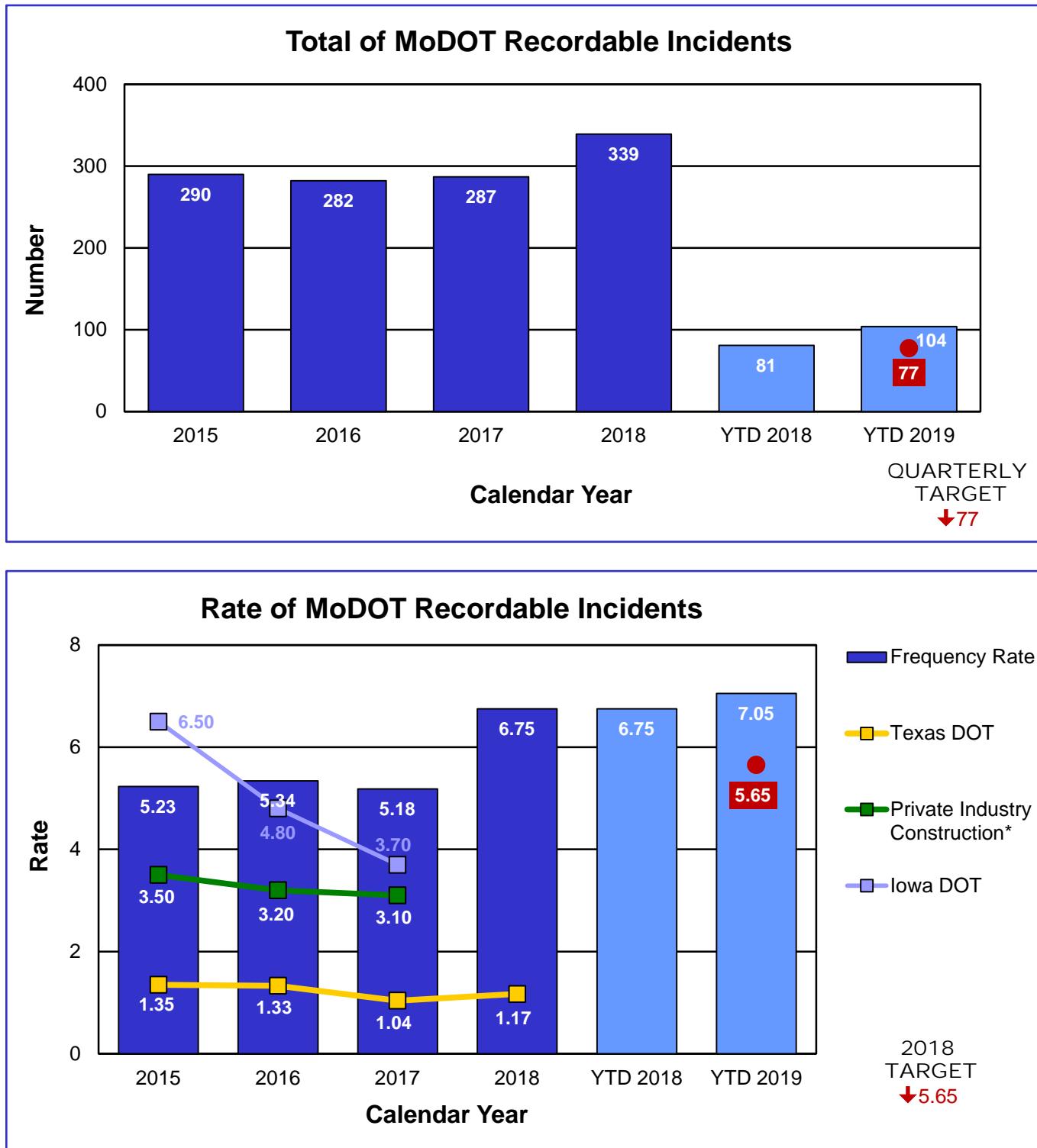
PURPOSE OF THE PROJECT:

The total and rate of recordable incidents are tracked to measure the department's performance in improving safety. The Maintenance Training Academy is an approach to getting new employees to the point they are working safely and productively inside the department's many shops and facilities. MoDOT workers are exposed to hazards such as high-speed traffic, use of heavy equipment, tools, machinery and driving large vehicles.

Excellent training is a cornerstone of a successful safety culture. Innovative initiatives such as Kansas City's Training Academy will give employees the skills needed to progress in this measure. The marked success of this program is a welcome addition to the department's safety culture. There has been an evident increase in both total and rate of recordable incidents. This is an anticipated result of employee acceptance of BBS and the maturing of safety culture. MoDOT is committed to improving this measure and recognizes that it takes time to move culture.

The District Training Academy provides consistent training by experienced instructors so employees are able to enter into their work group prepared to work safely and aware of the hazards. The academy provides valuable information to supervisors as they can quickly move forward knowing exactly where the new employees stand in their ability to carry out certain tasks safely. In pursuit of MoDOT's mission and values, the District Training Academy will deliver successful outcomes so all employees go home safe.

Improve Safety Culture



*OSHA private industry data is not yet available for 2018.

Improve Safety Culture

Development of Statewide Safety Standard Operating Procedures

SAFETY CHAMPION:

Mark Shelton, District Engineer

PROJECT MANAGER:

Chris Rutledge, Assistant District Engineer

PURPOSE OF THE PROJECT:

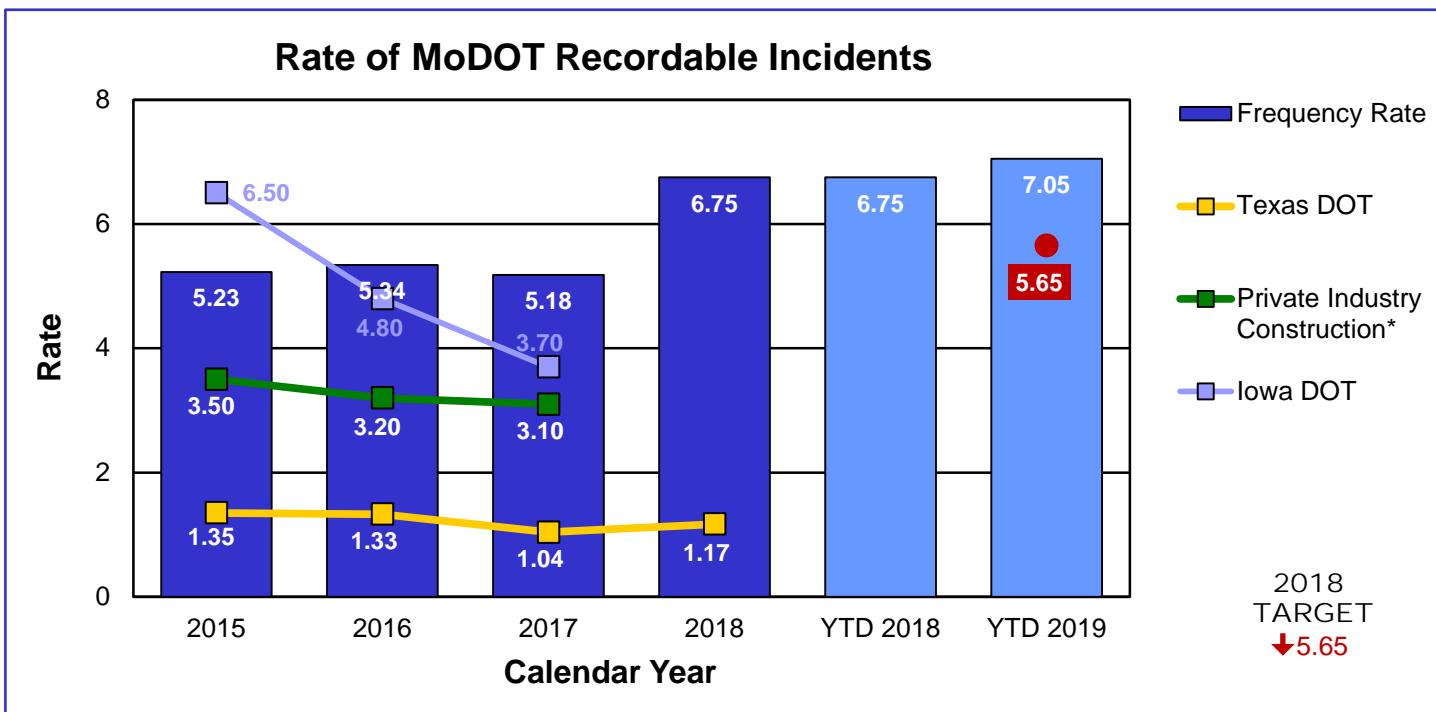
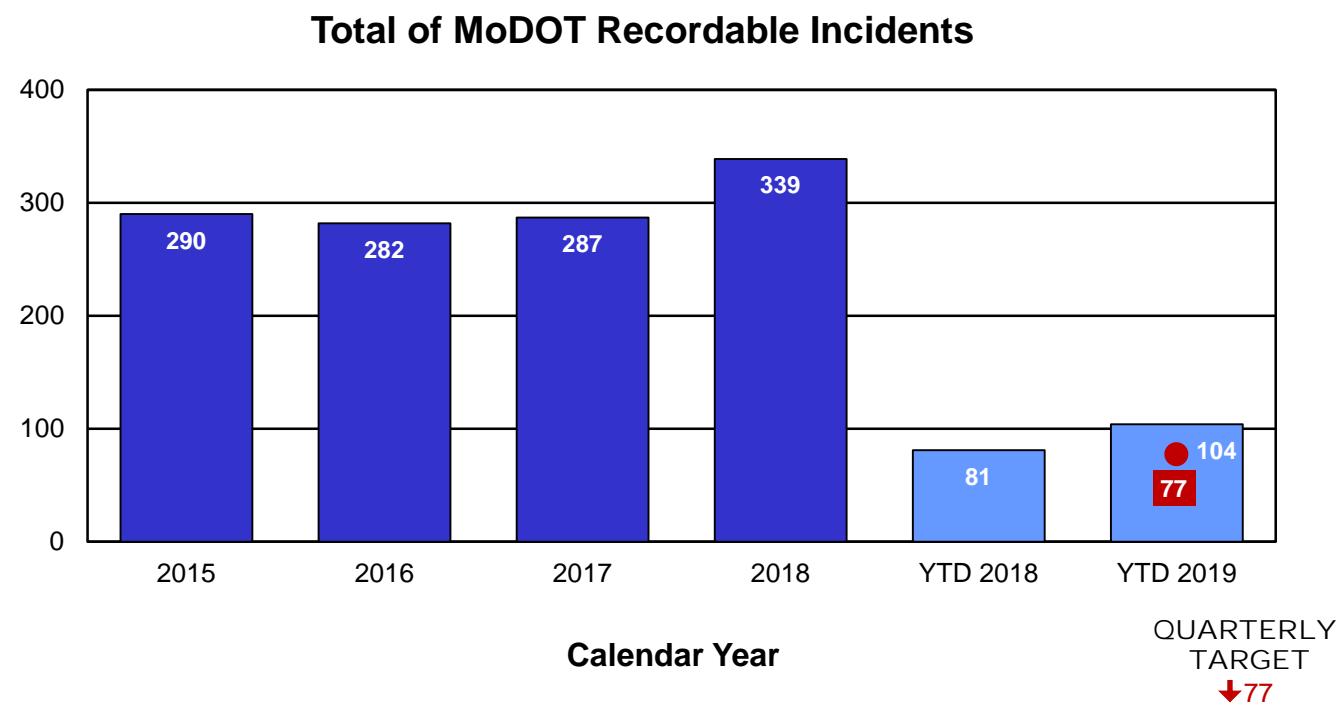
The total and rate of recordable incidents are tracked to measure the department's performance in improving safety. MoDOT spends approximately \$6 million each year for workplace injuries and workers' compensation costs.

The development of Statewide Safety Standard Operating Procedures will result in the clarification and union of MoDOT's current safety practices and processes with the department's strategic vision and mission. Focus will be primarily in the updating of Safety Policies and Procedures and Risk-Based Assessments as well as incorporating Behavior Based Safety in the revisions. MoDOT's involvement with BBS has emphasized the need to assure consistency in applying those concepts in its planning and carrying out of departmental field operations.

To support this effort, two comprehensive actions will be taken. First, evaluation and modification of departmental risk-based assessments will be made for safe planning and preparation of field operations. Second, a structured review and revisions will be made of the department's safety policies and procedures to ensure clarity and consistency in the context of MoDOT's BBS culture. Thus far, 65 of 76 policies have been drafted for revision and 55 of 70 risk-based assessments have been drafted. Completion of this specific effort is planned for Spring/Summer 2019.

The desired outcome for this initiative is a safer work environment that reduces incidents, injuries, fatalities and customer claims involving MoDOT activity.

Improve Safety Culture



*OSHA private industry data is not yet available for 2018.

Use Innovation to Improve Work Zone and System-wide Safety

Autonomous Truck-mounted Attenuators and Flagger Vehicles

SAFETY CHAMPION:

Mark Shelton, District Engineer

PROJECT MANAGERS:

Chris Redline, District Engineer

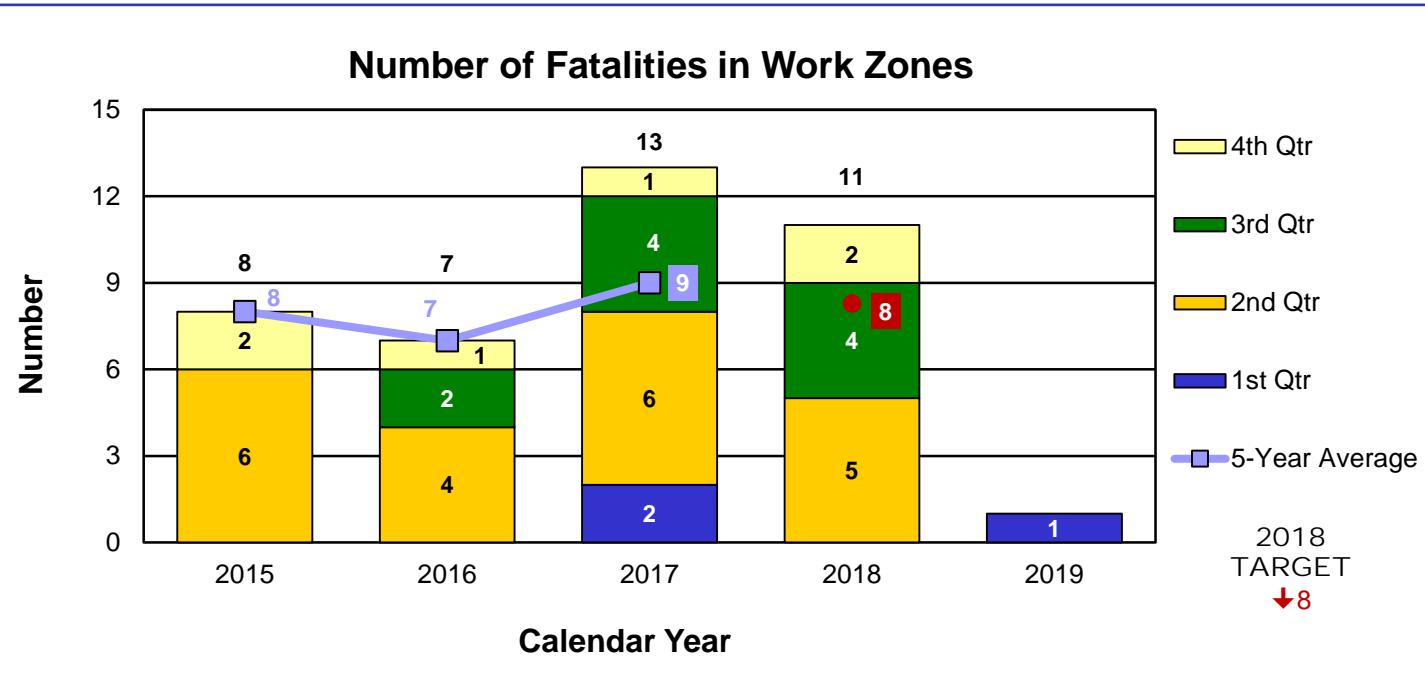
PURPOSE OF THE PROJECT:

MoDOT's commitment to safety applies to members of its work crew as well as the general public. In 2018, 11 people were killed in work zone crashes on state system routes and an additional two on the local system. MoDOT's ultimate goal is zero fatalities in work zones. Additionally, MoDOT TMA's have been involved in over 100 incidents since 2015 injuring many MoDOT employees. There must be constant improvement in both the planning and technology we employ in the field. MoDOT will implement a two prong approach to improve work zone safety.

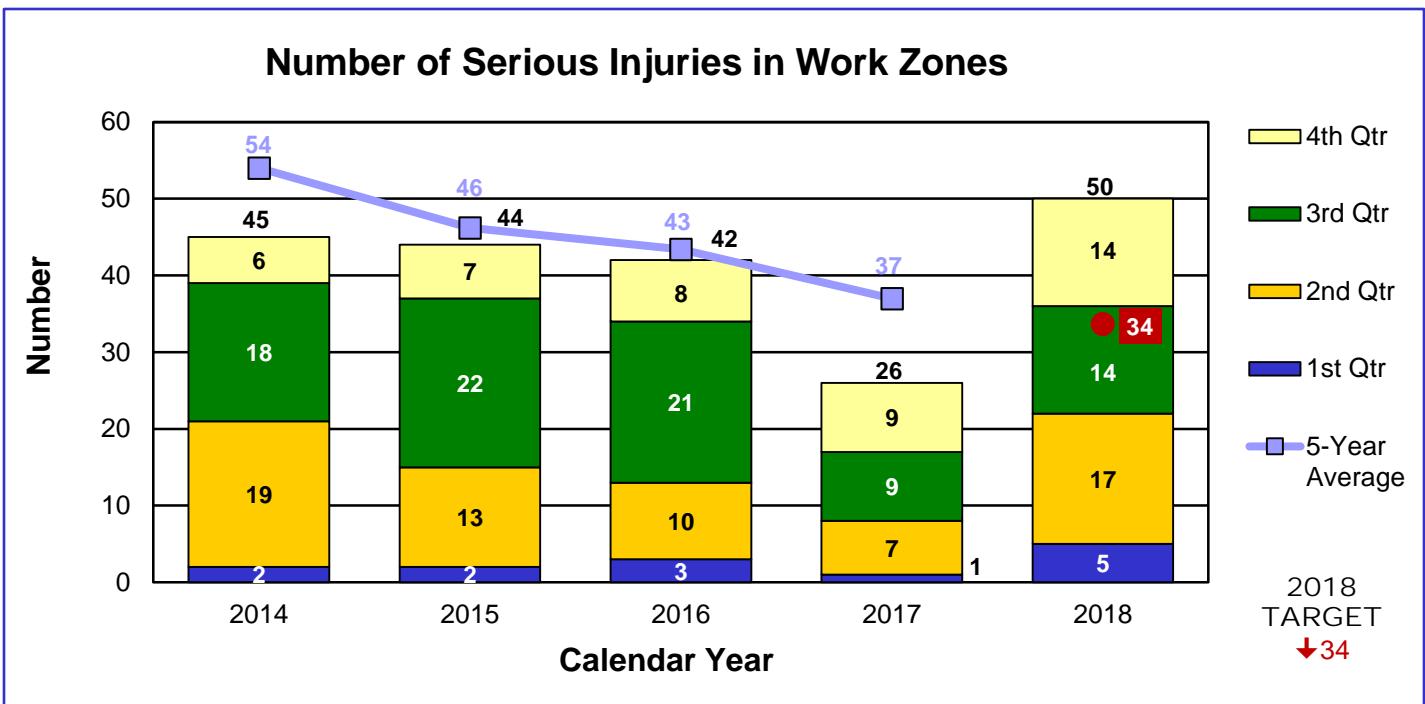
The first approach is to implement an employee innovation that combines a TMA and an Automated Flagging Assistance Device. This will allow flagging operations to be performed using the protection of a TMA. The purpose of this innovation is to keep MoDOT and contractor flaggers alive and uninjured while performing flagging for traffic control. MoDOT is currently in the procurement process to obtain up to 22 pair of TMA Flaggers.

The second approach is to develop and implement a Driverless TMA to eliminate injuries to MoDOT employees that drive the first TMA truck motorist's encounter. This is the truck most impacted by motorists. This type of traffic control is used for moving operations such as sweeping and striping. We will eliminate injuries by having an unstaffed TMA truck autonomously follow a lead truck at specified distances. MoDOT is currently testing and verifying the performance of the leader-follower TMA system at the Missouri State Fairgrounds. Following successful testing and verification, the system is planned for further evaluation in live work zones this striping season in the Kansas City District.

Use Innovation to Improve Work Zone and System-wide Safety

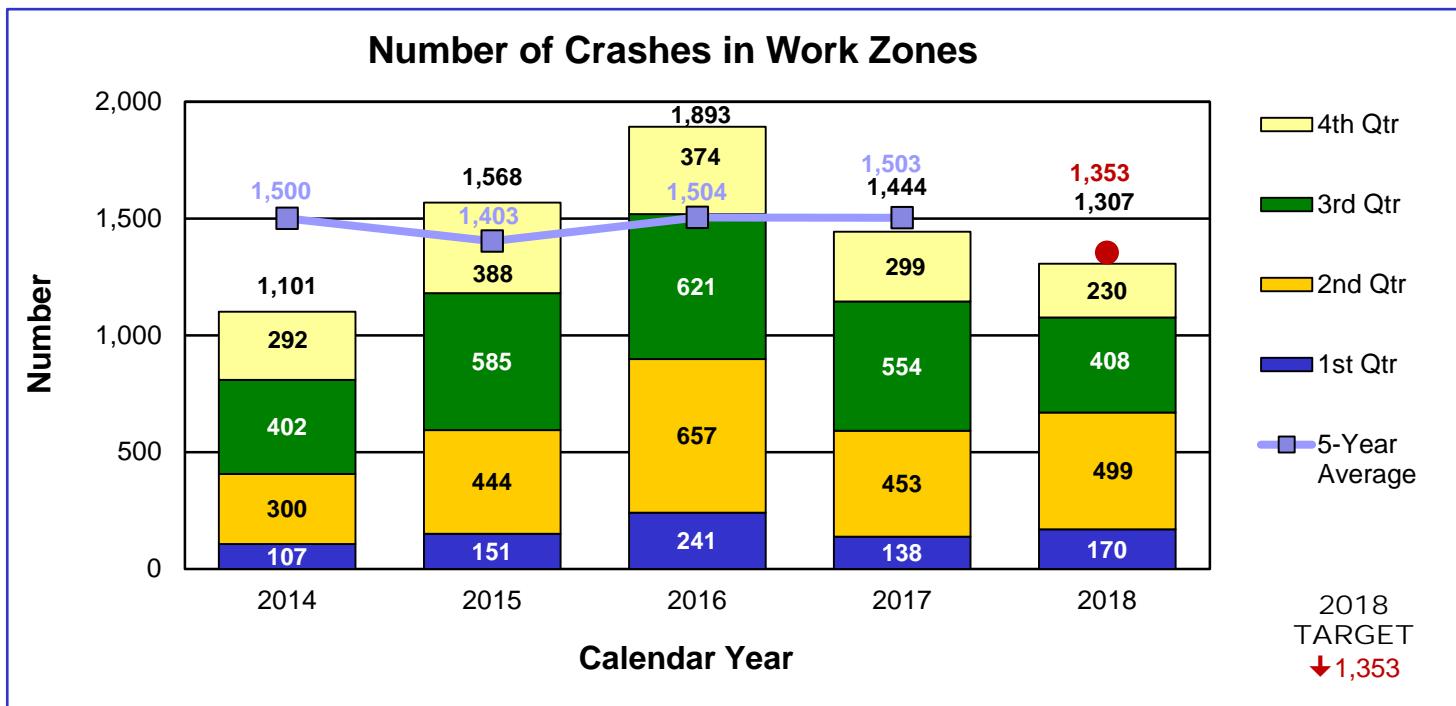


2019 – Fatalities derived from TMS.



Note: First quarter 2019 data is unavailable through the MSHP radio reports and is incomplete in TMS.

Use Innovation to Improve Work Zone and System-wide Safety



Note: First quarter 2019 data is unavailable through the MSHP radio reports and is incomplete in TMS.

Use Innovation to Improve Work Zone and System-wide Safety

Deploy a Suite of Demonstrable Impactful Safety Techniques through Design-build Program Structure

SAFETY CHAMPION:

Mark Shelton, District Engineer

PROJECT MANAGER:

Bill Schnell, Assistant District Engineer

PURPOSE OF THE PROJECT:

While many eligible safety improvements have an influence on reducing fatal and serious injury crashes, using a data-driven approach will allow the department to maximize the benefit of each dollar invested. Nationally, accepted analysis found in the Highway Safety Manual can be utilized to determine the most cost-effective measures for each section of highway.

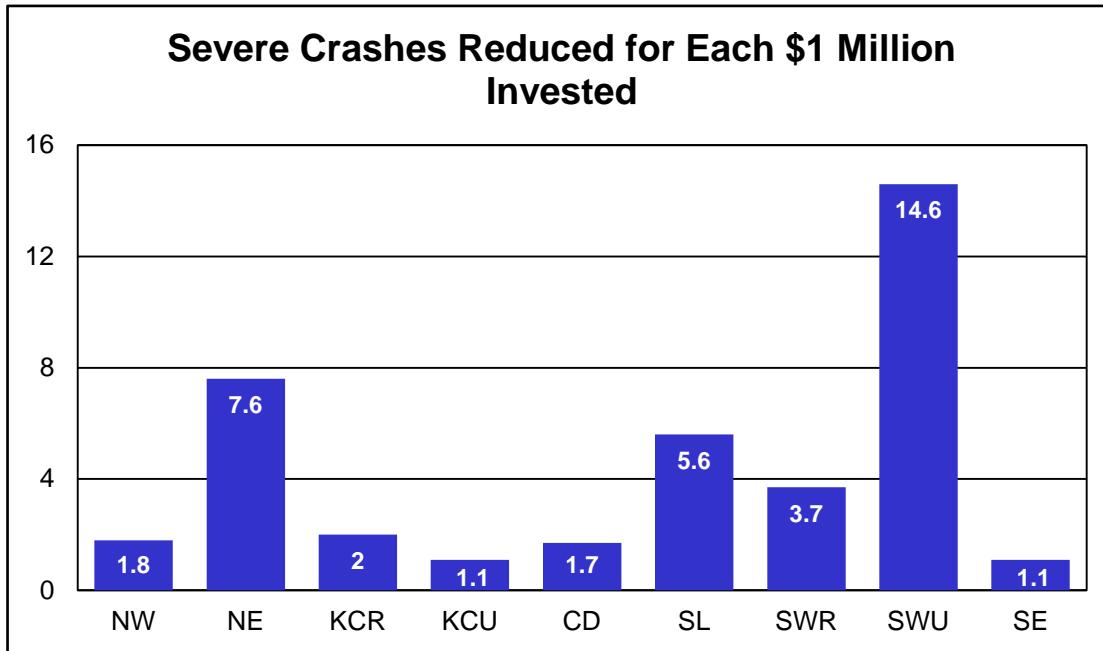
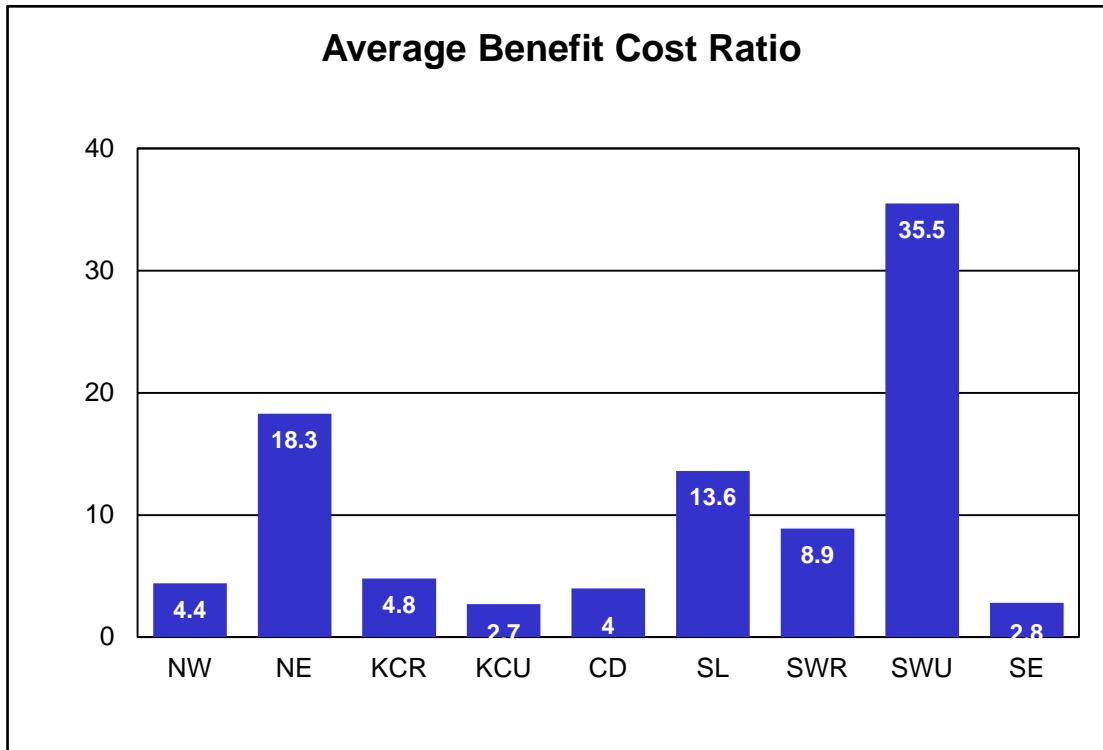
Traditional crash and roadway analysis methods mostly rely on subjective or limited quantitative measures of safety performance. This makes it difficult to calculate safety impacts alongside other criteria when planning projects. Data-driven safety analysis employs a newer approach to identify high-risk roadway features and execute the most beneficial projects with limited resources to achieve fewer fatal and serious injury crashes.

The data not only helps make better decisions during the project development phase, but also helps inform the public as to what safety benefits they can expect from their investment. DDSA improvements may be implemented on a project level basis or on a program level.

DDSA is also used for systemic analysis to identify high-risk roadway features that correlate with particular crash types. Severe crashes are widely dispersed, and their location and frequency fluctuate over time. Systemic analysis identifies locations that are at risk for severe crashes, even if there is not a high crash frequency. We can apply low-cost countermeasures to those locations. The benefit is wider, but a more targeted, safety investment.

The focus of this measure will be to track how DDSA is utilized in the districts to maximize safety benefits. The measure will track the number of fatal and serious injury crashes reduced for every safety dollar invested. The Highway Safety and Traffic Division will be reviewing and prioritizing Safety projects utilizing calculated benefits during the draft Statewide Transportation Improvement Program phase. Projects in each District will be prioritized by Data Driven Analysis. The data will follow STIP cycle.

Use Innovation to Improve Work Zone and System-wide Safety



This represents the average B/C ratio and predicted reduction in severe and fatal crashes for STIP projects programmed in years 2020-2022. These benefits are calculated over the life of the improvement. The department is currently working to have all data driven safety project calculations checked by independent traffic consultant experts to assure the data is all calculated with the same methodology.

Use Innovation to Improve Work Zone and System-wide Safety

Totals for STIP Years 2020-2022				
	Severe Crashes Reduced (Over the Life of the Improvements)	Total Safety Dollars Programmed	Benefit Cost Ratio	Severe Crashes Reduced for Each \$1 Million Invested
NW	12	\$ 6,562,000	4.4	1.8
NE	38	\$ 5,031,000	18.3	7.6
KCR	15	\$ 7,497,000	4.8	2.0
KCU	32	\$ 28,286,000	2.7	1.1
CD	62	\$ 36,998,000	4.0	1.7
SL	153	\$ 27,185,000	13.6	5.6
SWR	62	\$ 16,993,000	8.9	3.7
SWU	65	\$ 4,424,000	35.5	14.6
SE	21	\$ 18,867,000	2.8	1.1
Statewide	459	\$ 151,843,000	7.3	3.0

Improve Partnerships with Other State Agencies and Leverage Private Sector

Predictive Analytics to Optimize the Development of Enforcement Operations

SAFETY CHAMPION:

Mark Shelton, District Engineer

PROJECT MANAGER:

Alex Wassman, Traffic Management and Operations Engineer

PURPOSE OF THE PROJECT:

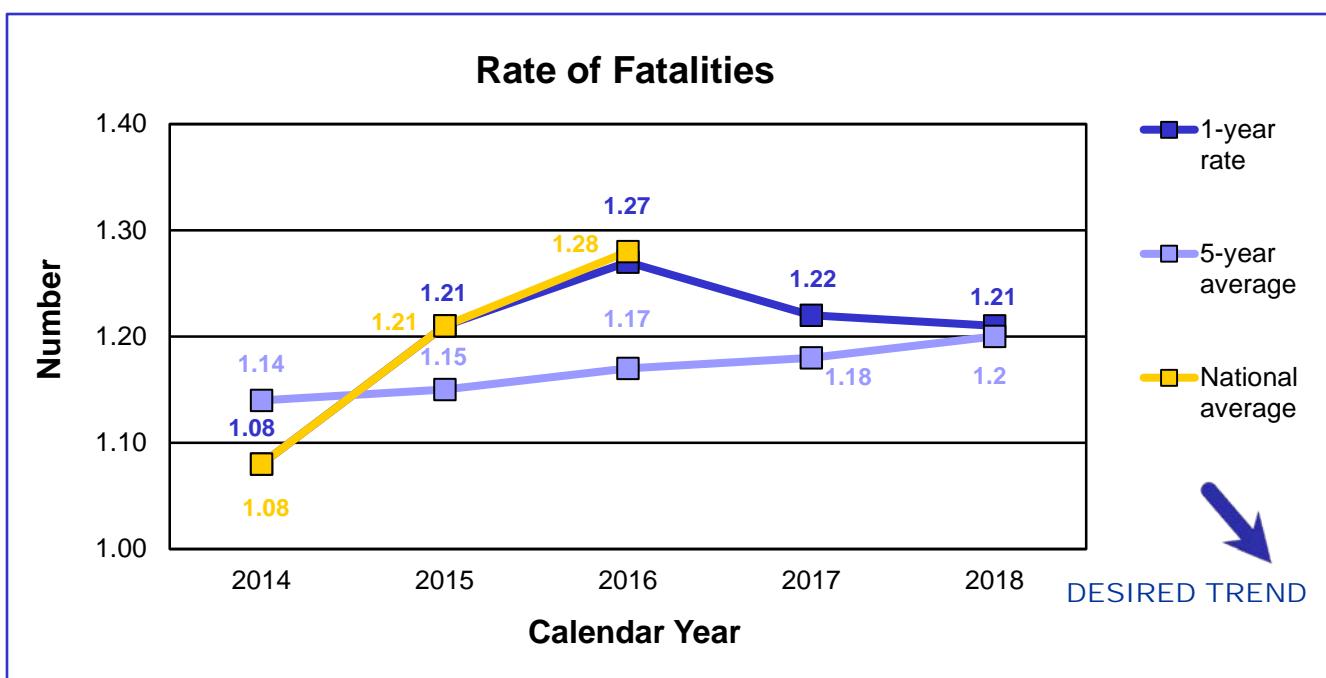
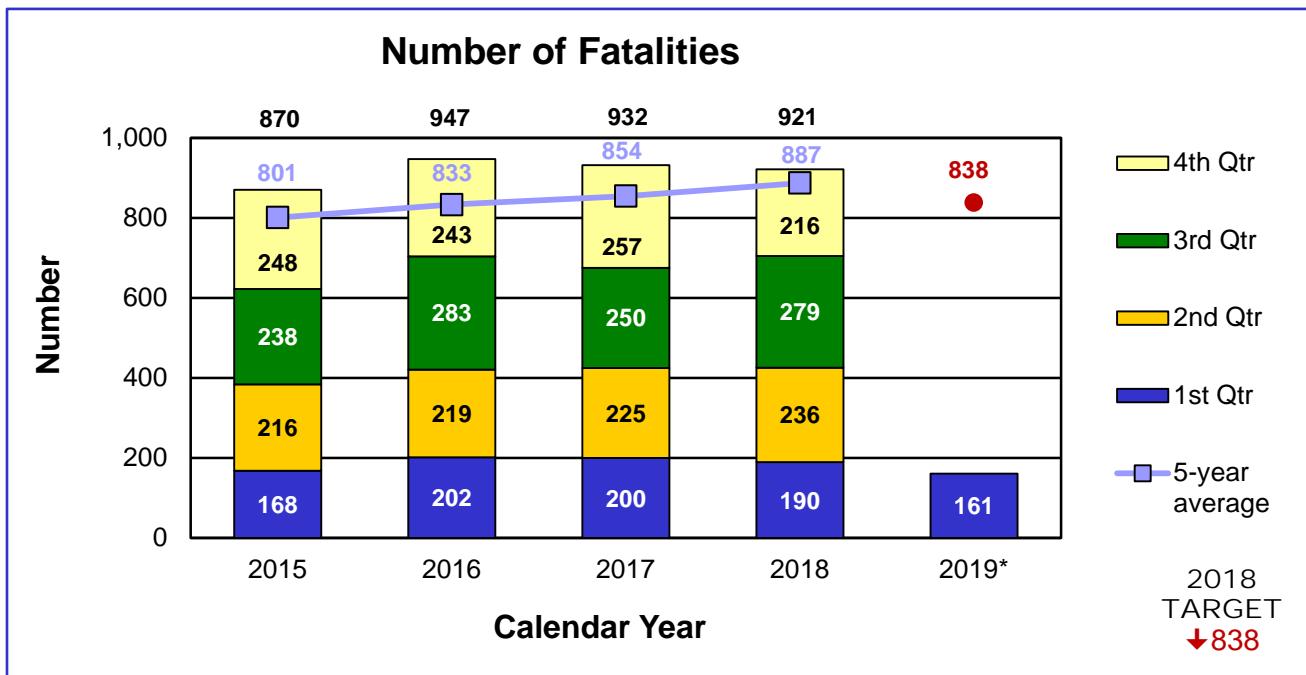
There have been 161 fatalities in the first quarter of 2019, a significant decrease for the first quarter of the year. The new target for 2019 is 838 fatalities. Distracted driving is still a serious concern that MoDOT is addressing with news releases, digital message boards and Buckle Up Phone Down campaign.

Research indicates 94 percent of crashes are the result of poor driver behavior. MoDOT's Blueprint is a comprehensive strategic plan of diverse countermeasures to help reduce the number of fatalities and serious injuries by discouraging poor driving behaviors or minimizing the consequences of such actions.

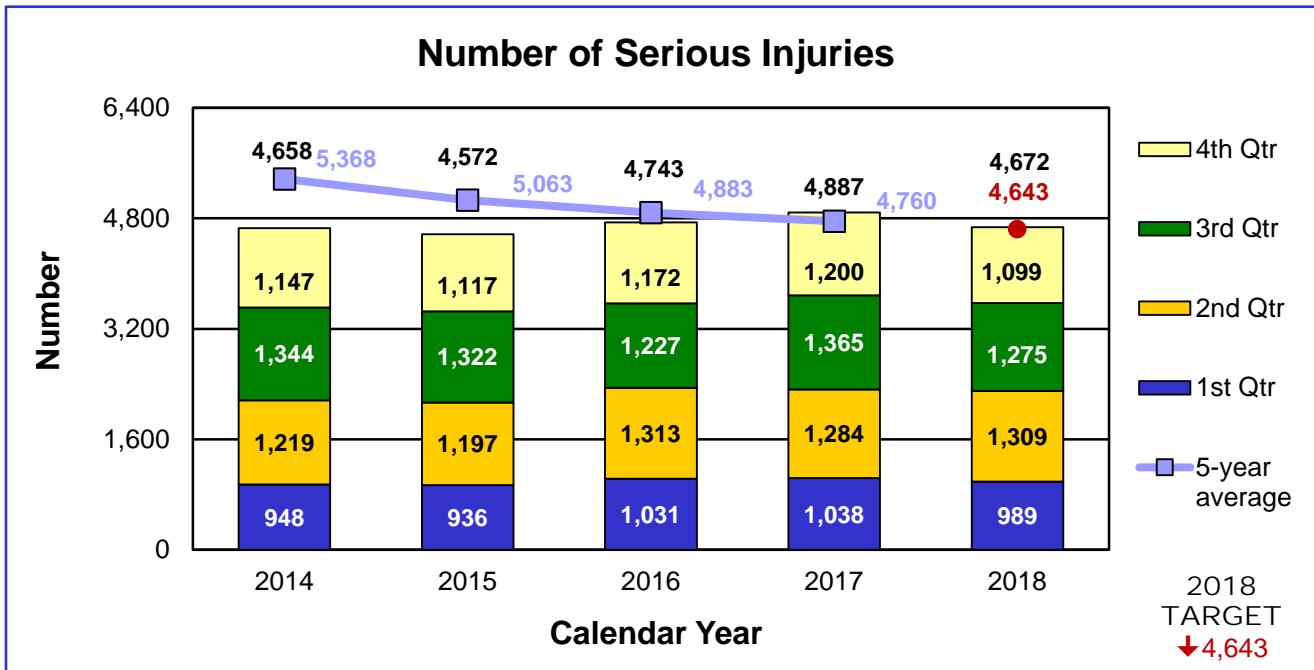
One key strategy to achieve this is high-visibility enforcement activities. However, with such a vast highway system and limited resources, it's impossible to deploy the necessary enforcement in all areas. To help with this, MoDOT has partnered with the Missouri State Highway Patrol to implement a predictive analytics tool to help MSHP strategically direct officers when and where they are needed most. The tool takes into account crash history, weather patterns, traffic volumes and regional events to identify areas most prone to traffic crashes.

As a result, MSHP, and eventually other law enforcement agencies, can use the information to make more informed decisions regarding the time and location of enforcement activities. This tool will provide improved efficiency of resources and, ultimately, fewer traffic crashes.

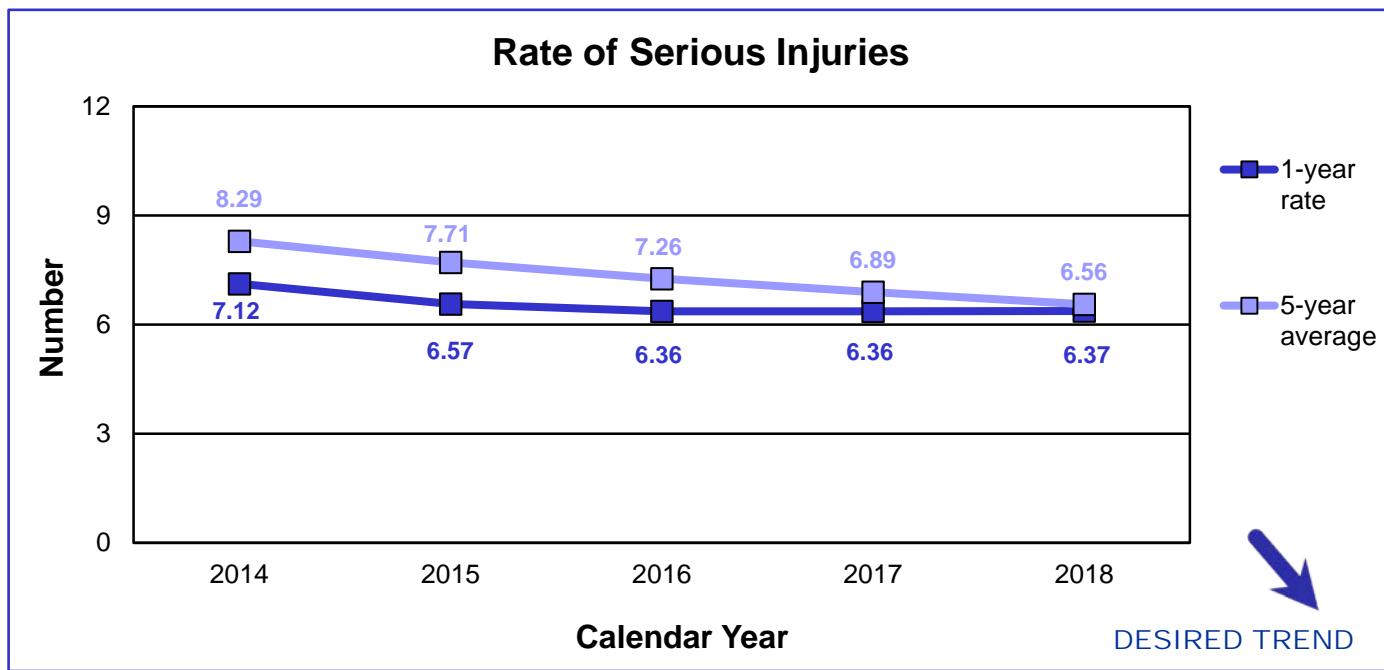
Improve Partnerships with Other State Agencies and Leverage Private Sector



Improve Partnerships with Other State Agencies and Leverage Private Sector



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Improve Partnerships with Other State Agencies and Leverage Private Sector

Predictive Analytics to Optimize Winter Operation Resources

SAFETY CHAMPION:

Mark Shelton, District Engineer

PROJECT MANAGER:

Alex Wassman, Traffic Management and Operations Engineer

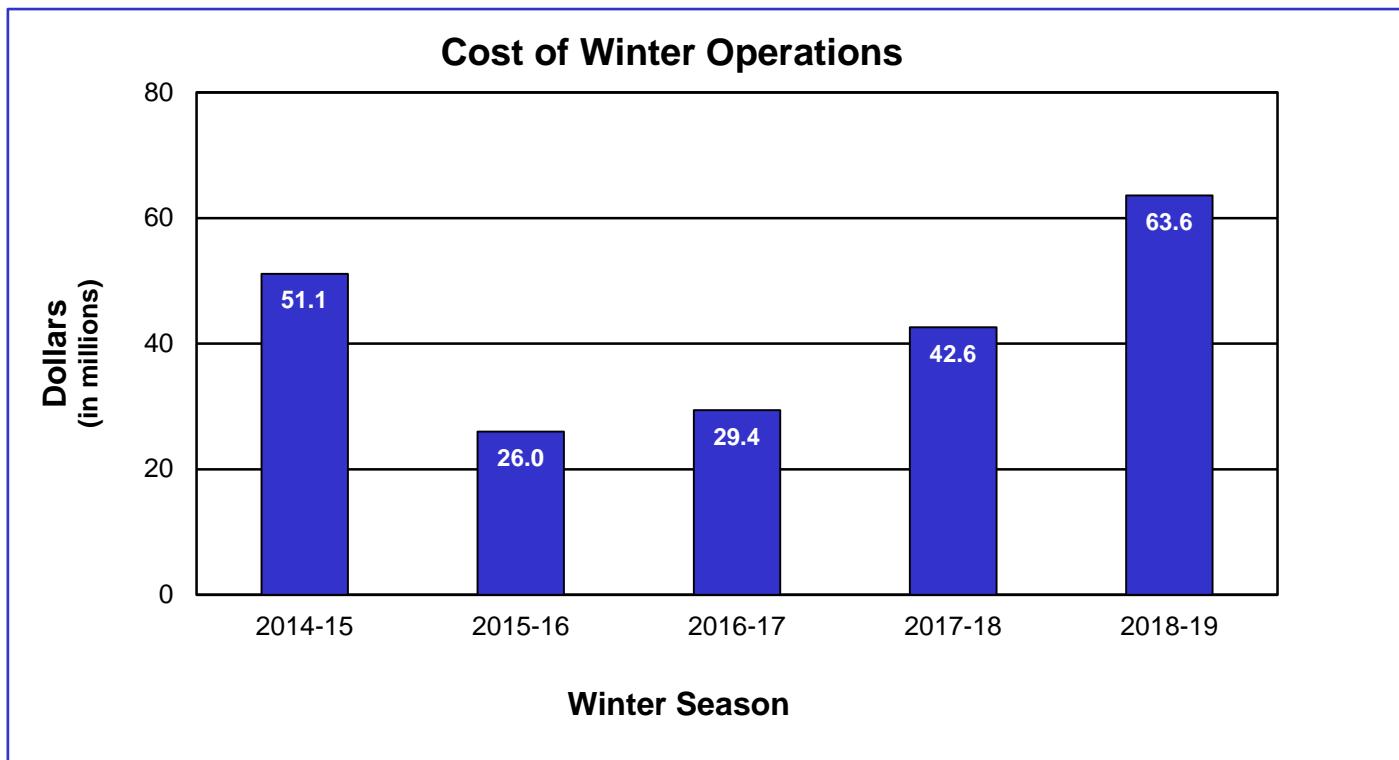
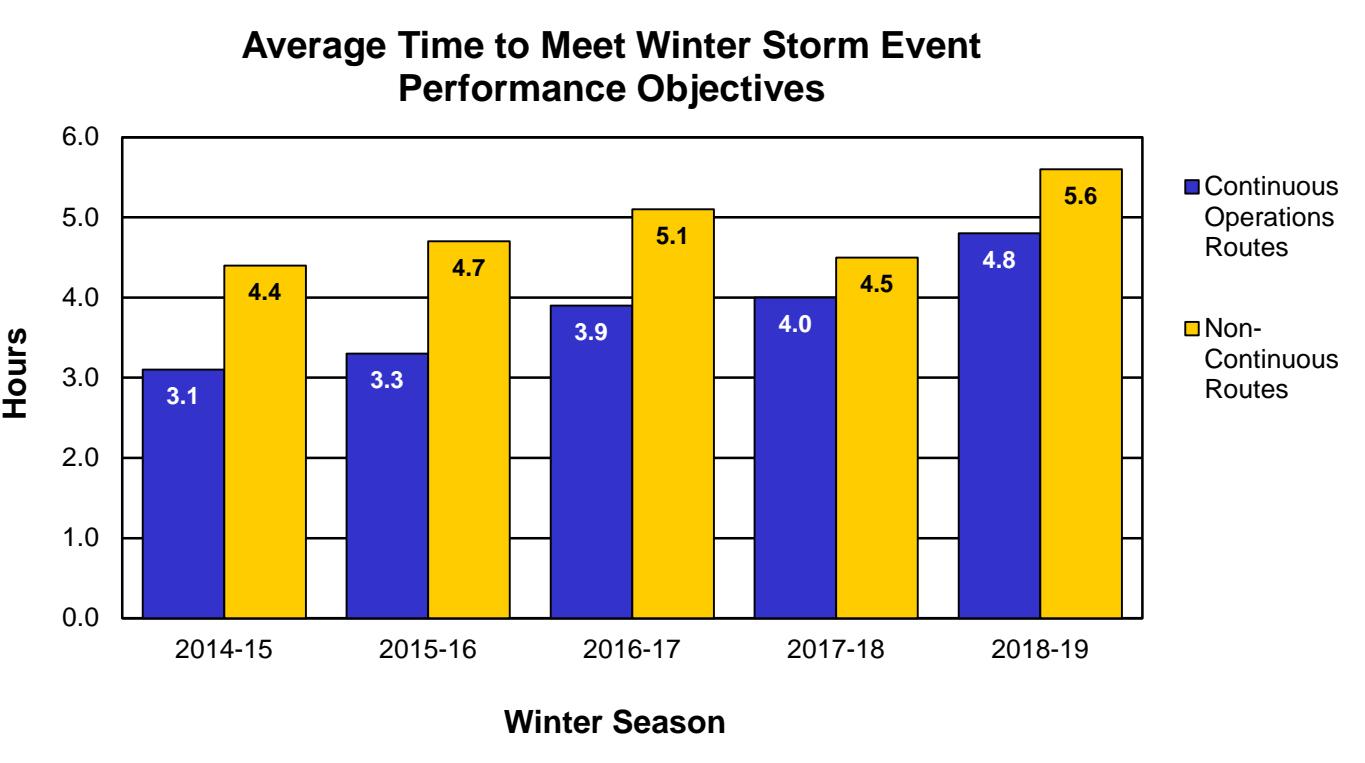
PURPOSE OF THE PROJECT:

Costs associated with over or under preparedness of severe weather events aren't easily captured and are seldomly reported. Simple atmospheric weather forecasts do not tell the whole story and, as a result, MoDOT has sometimes incurred additional costs for storms which never materialized or been caught off guard when storms arrived in advance of expectations.

Road condition prediction is a better gauge for anticipating when conditions warrant treatment and advance traveler information. By partnering with FHWA on the Integrated Modeling for Road Condition Prediction pilot project, MoDOT will be the first DOT in the country to access a simple-to-use, web-based tool that utilizes both historic real-time data to more accurately predict when road conditions are likely to deteriorate. This will enable MoDOT staff to better prepare for adverse road conditions and strategically deploy crews where they are most needed.

This tool will provide the ability to predict conditions up to eight hours in the future and, conversely, enable accurate after-action reviews of MoDOT's response. This will facilitate improved efficiency of resources and timeliness in response.

Improve Partnerships with Other State Agencies and Leverage Private Sector



SERVICE

Deliver transportation solutions of great value and use resources wisely

- **Improve Communications**
 - Citizen's Guide to Transportation Funding
 - New Department Website
 - Better Traveler Information Map
- **Improve Project Management Tools**
 - Maintenance Management System
- **Develop Innovative Program Delivery**
 - Design-build, Design-build Finance and/or Operations and Maintenance Options
 - Value Engineering
- **Fleet and Facilities Optimization Strategy Implementation**

Improve Communications

Citizen's Guide to Transportation Funding

SERVICE CHAMPION:

Eric Schroeter, Assistant Chief Engineer

PROJECT MANAGER:

Ben Reeser, Assistant Transportation Planning Director

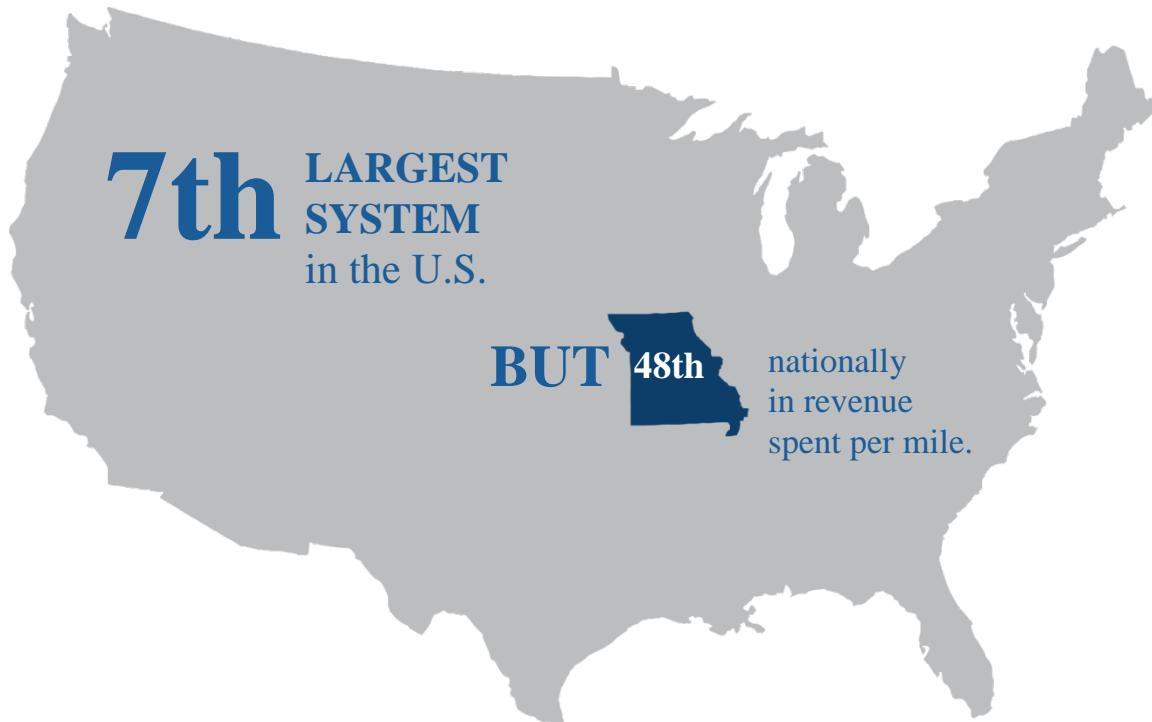
PURPOSE OF THE PROJECT:

The Citizen's Guide to Transportation Funding serves as an educational piece for elected officials, stakeholders and the general public to address consistent concerns and misconceptions about transportation funding. The Citizen's Guide takes the complex issues of the state's transportation revenue, expenditures, system condition and unfunded needs and explains them in clear and easy-to-understand terms.

In conjunction with the Citizen's Guide, a new transportation calculator was developed to show Missouri taxpayers how much they're paying each month in state and federal transportation taxes/fees and where the money is invested.

The Citizen's Guide can be found online at: www.modot.org/guidetotransportation.

The Financial Snapshot serves as an appendix to the Citizen's Guide and can be found online at: <http://www.modot.org/about/documents/FinancialSnapshot.pdf>



Improve Communications

New Department Website

SERVICE CHAMPION:

Eric Schroeter, Assistant Chief Engineer

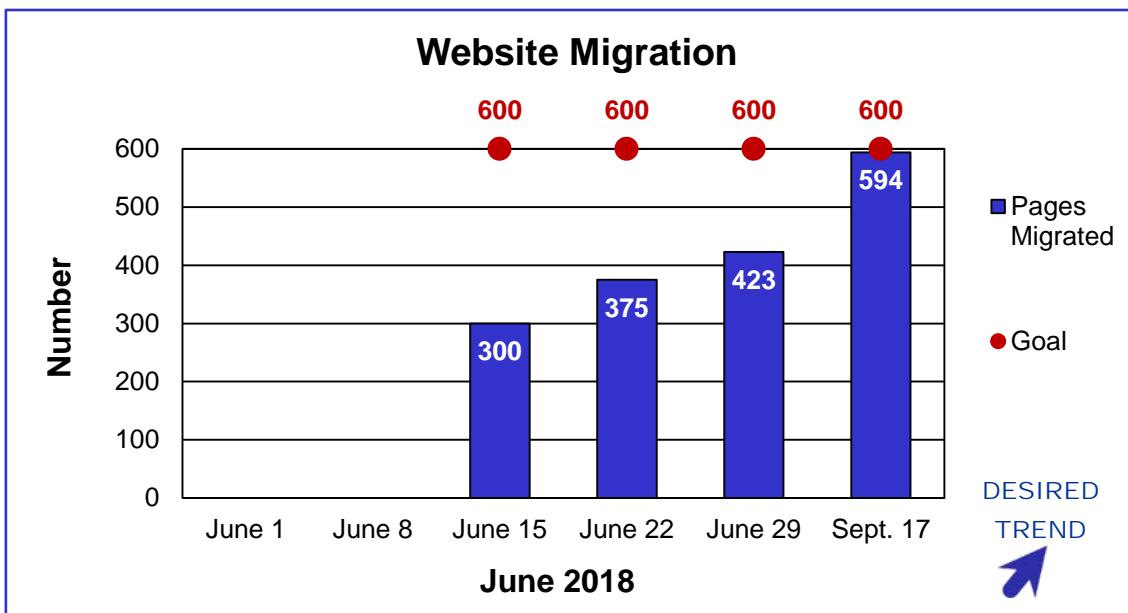
PROJECT MANAGER:

Matt Hiebert, Assistant Communications Director

PURPOSE OF THE PROJECT:

MoDOT's website had not been significantly upgraded since 2005. This has led to the site falling below current technological standards. As a result, customers using mobile devices have a difficult time navigating the site and employees must often spend unacceptably large amounts of time making simple updates to web pages. A Content Management System was chosen as the best solution to the multiple issues. Other factors necessitating the upgrade include:

- “Contribute” web updating software was no longer supported by manufacturer.
- A CMS is in-line with web technology currently used by federal and state agencies.
- Mobile devices account for more than half of MoDOT's web traffic. A CMS will make our site “mobile ready” without a stripped down alternative site.
- Updating the website will be much easier for employees. Right now, it can take several minutes to an hour to update a simple webpage.
- A CMS offers ongoing upgrades that could potentially expand functionality for the public
- The effort will be performed in stages. It was estimated that an initial migration of 600 top visited pages by the end of summer 2018 would cover 99 percent of all MoDOT web traffic. Stage 1 is the migration of those top pages.



Improve Communications

Better Traveler Information Map

SERVICE CHAMPION:

Eric Schroeter, Assistant Chief Engineer

PROJECT MANAGER:

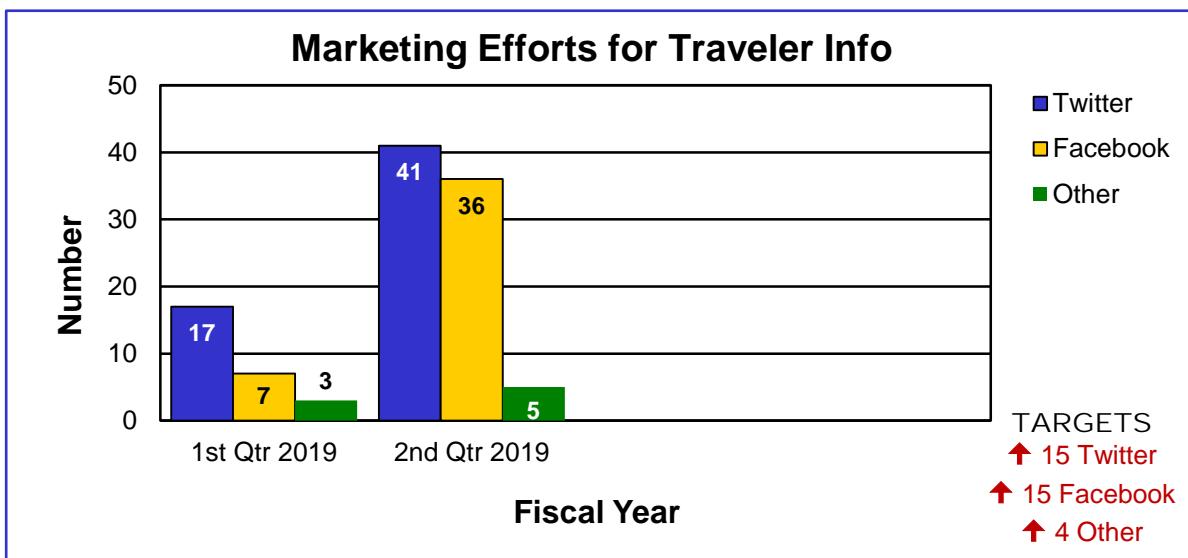
Matt Hiebert, Assistant Communications Director

PURPOSE OF THE PROJECT:

The Traveler Information Map is MoDOT's highest-trafficked website. To increase traffic during "off season" quarters and to enhance potential and existing features, the Communications Division will work with other departments to:

- Collect input through a permanent online survey linked from the map. Note: Survey added Jan. 2019.
- Enhance the text report to work better with the newly designed Drupal website.
- To actively promote the map in spring and summer (off seasons) to increase attention to the work zone, traffic and detour features.
- To explore and add technical features which will be described in narrative portion of this measure.

A team lead by the Northeast District has also added features that allow the addition of active links and the ability to name projects in the text reports. This allows district personnel to link to "more info" and associate text in the map with "branded" projects



SURVEY CHART UNDER DEVELOPMENT

Improve Project Management Tools

Maintenance Management System

SERVICE CHAMPION:

Eric Schroeter, Assistant Chief Engineer

PROJECT MANAGER

Mike Rinehart, Maintenance Liaison Engineer

PURPOSE OF THE PROJECT:

With maintenance staff constituting about 54 percent of salaried employment at MoDOT and with about 23 percent of MoDOT's budget being used to accomplish maintenance related tasks, it makes sense to look at the challenges that staff has in recording and finding data related to what gets accomplished by this important organizational division. Multiple software programs, difficulty in documenting work and challenges in finding maintenance-related information is substantial.

MoDOT intends to create a Maintenance Management System that will be a simple to use, web-based program for capturing and easily reporting data related to what gets accomplished in maintenance. The size and scope of the project has prompted a phased approach to get a significant portion of the project completed under Phase 1.

The MMS Phase 1 project is currently under development with implementation scheduled for the pilot locations sometime in late 2019. Full roll-out scheduling of Phase 1 will be identified by districts.

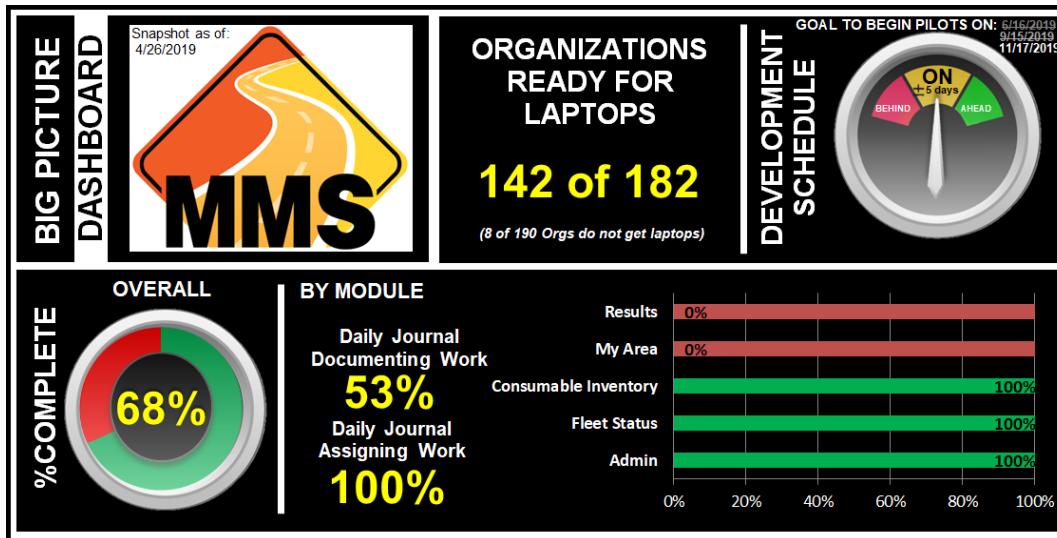


CHART UNDER DEVELOPMENT

Develop Innovative Program Delivery

Design-Build, Design-Build Finance, and/or Operations and Maintenance Options

SERVICE CHAMPION:

Eric Schroeter, Assistant Chief Engineer

PROJECT MANAGER:

Kenny Voss, Assistant State Design Engineer

PURPOSE OF THE PROJECT:

Design-build is a project delivery method in which the design and construction services are contracted by a single design-build contractor. This provides a single point of responsibility in the contract to reduce risks and overall costs to the state.

MoDOT has delivered more than \$1.6 billion in Design-build projects that have saved taxpayers over \$277 million. When combined, these projects were completed more than 65 months ahead of schedule. MoDOT partners with the public and private sectors to deliver projects that maximize available resources into collaborative solutions that achieve goals. This effort challenges the way projects are delivered with innovation, speed and efficiency as driving forces. MoDOT pushes the boundaries to execute projects using innovative data-driven processes and a wide range of partnerships.

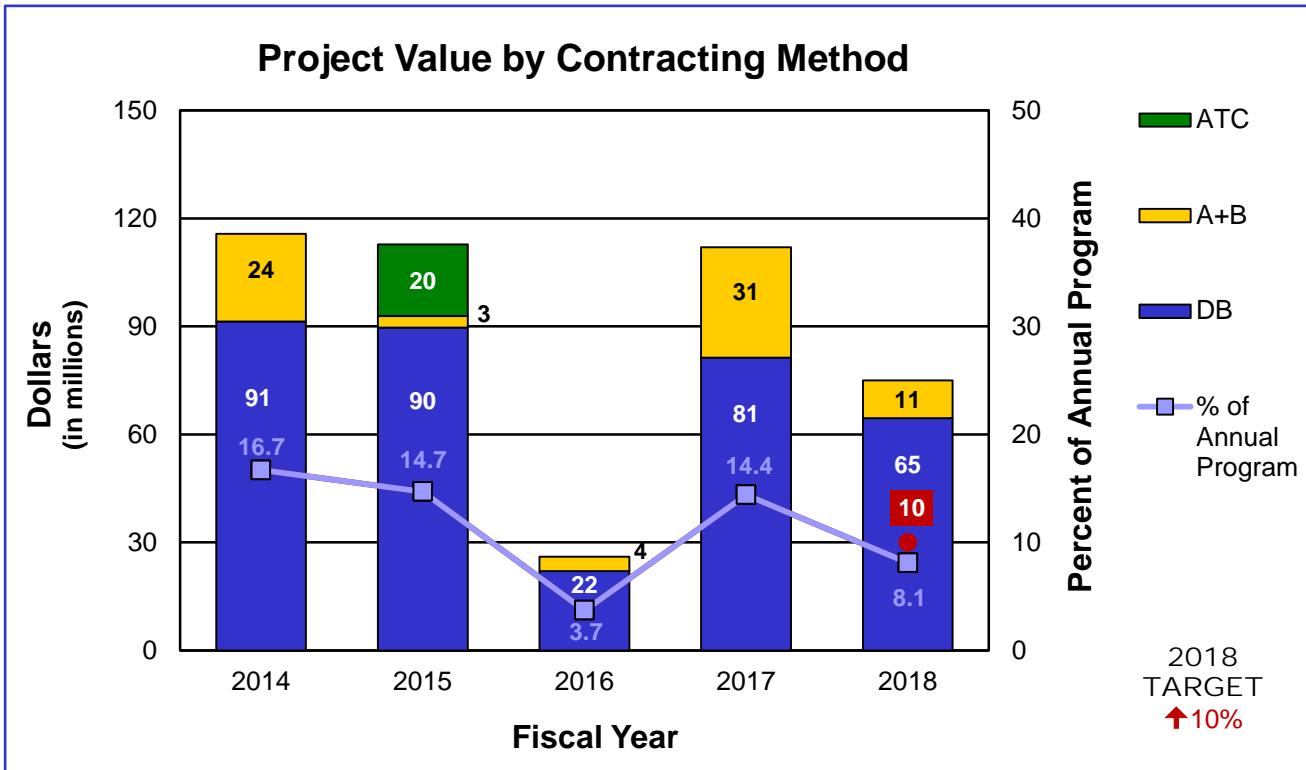
MoDOT evaluates project risks such as size (cost), type (preservation, rehabilitation or reconstruction) and complexity (opportunity for innovation and speed) when determining project delivery methods. The advantages of MoDOT's innovative contracting methods are as follows:

- DB contracts include design and construction under one contract, procured using a two-phased selection process. MoDOT scores proposals using a best-value or "build-to-budget" selection.
- Cost-plus-time bidding (A+B) aims to expedite project completion through competitive bidding on construction time (days).
- Alternate Technical Concepts give the contractor the opportunity to provide a more cost-effective alternative design prior to the bid. ATC discussions are held in a confidential environment which maximizes competitive bidding. The low bid is awarded the contract.

During this reporting period, one Design-build project was awarded in the Kansas City District. The I-435 South Loop Link project will renovate a critical link in the south side of the metropolitan area while improving mobility and safety on the corridor as well as maintaining traffic during construction.

Based on the 2018 STIP, MoDOT delivered three out of 461 projects statewide using innovative contracting methods. One was delivered using Design-build and two were delivered using the A+B process. The DB project accounted for \$64.5 million and the two A+B projects accounted for \$10.5 million of the \$929.7 million programmed budget (8.1 percent). The target of two projects per year was met, but the percentage of programmed STIP dollars awarded was below the 10 percent target. MoDOT will continue to look for opportunities to further develop the innovative project delivery program as part of the Sharpening Our Strategic Vision initiative.

Develop Innovative Program Delivery



Develop Innovative Program Delivery

Value Engineering

SERVICE CHAMPION:

Eric Schroeter, Assistant Chief Engineer

PROJECT MANAGER:

Kenny Voss, Assistant State Design Engineer

PURPOSE OF THE PROJECT:

The goal of value engineering is to build the right project at the right time, meeting the project need with the appropriate project scope. MoDOT uses the VE program to ensure the public receives great value for every tax dollar invested in Missouri's transportation system. MoDOT has been increasingly focused on smaller, maintenance-type projects that are not traditionally targeted by the VE program. Still, MoDOT must be innovative in using the VE process to search for solutions to reduce project costs and provide additional value.

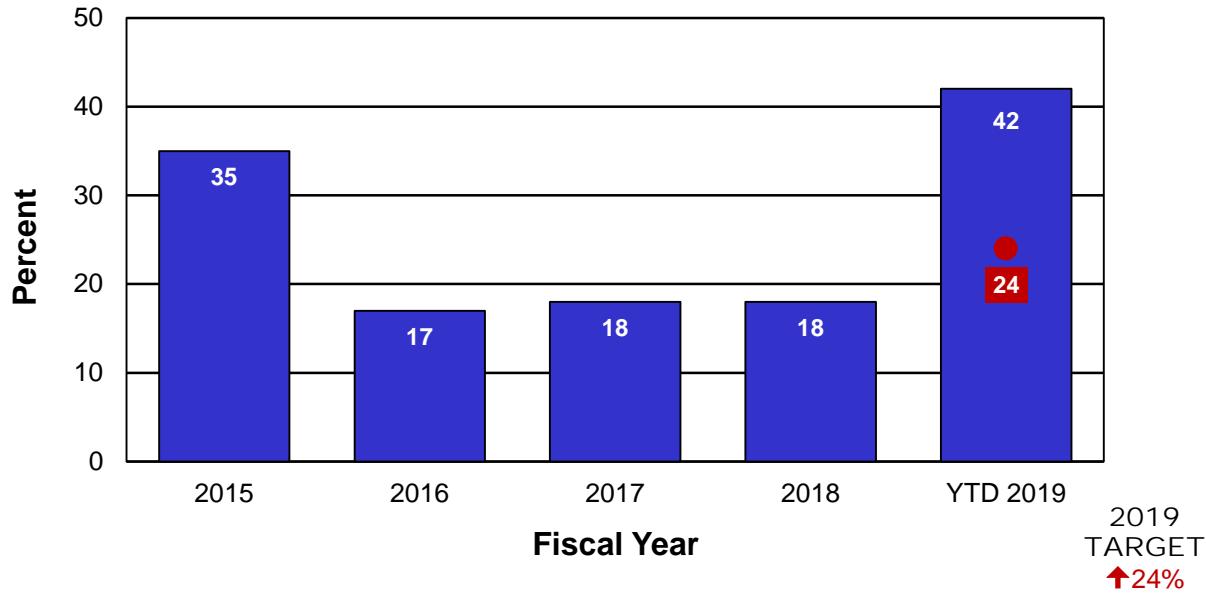
MoDOT uses design-phase value analysis to remove unnecessary scope, reduce project costs and improve project flexibility. For fiscal year 2019, 42 percent of applicable projects underwent some form of value analysis during design, which is currently above the 26 percent target for design-phase value analyses. Value engineering is an important strategic FOCUS initiative and MoDOT is committed to adding value and identifying savings in every project possible.

MoDOT partners with industry to find more cost-effective solutions during the construction phase. Value Engineering Change Proposals (VECP) engage contractor ideas to deliver improved projects. The number of approved VECPs dropped from 85 in FY 2010 to 31 in FY 2017. During this period, MoDOT savings dropped from \$8.97 million to \$740,000. Key impediments to VECP approvals are owner resistance, time for approval, lack of leadership support and at-risk costs to VECP development. To reverse this trend and counter these impediments, MoDOT partnered with CMT to pilot the Post-Award Value Engineering (PAVE) program initiative. Six projects were selected for the pilot resulting in 16 approved VECP's, totaling \$1.225 million in net approved cost savings. Based on the success of the pilot, MoDOT has decided to implement the PAVE process as a statewide program. This initiative has been submitted for institutionalization into MoDOT policy with an anticipated effective date of July 2019.

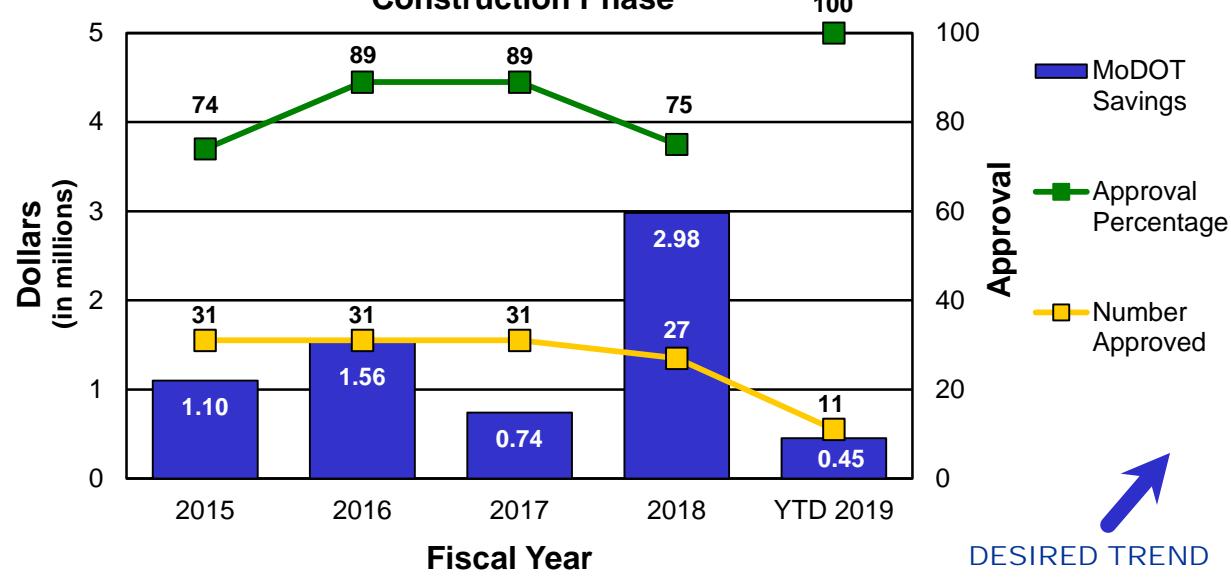
For FY 2019, 11 VECPs were approved resulting in a MoDOT savings of \$451,000. This represents a 100 percent approval rate. PAVE workshops have been held in two districts this fiscal year.

Develop Innovative Program Delivery

Percent of Awarded Projects with Value Analysis Design Phase



Value Engineering Proposals by Dollar and Number Construction Phase



Fleet and Facilities Optimization Strategy Implementation

Fleet Optimization

SERVICE CHAMPION:

Eric Schroeter, Assistant Chief Engineer

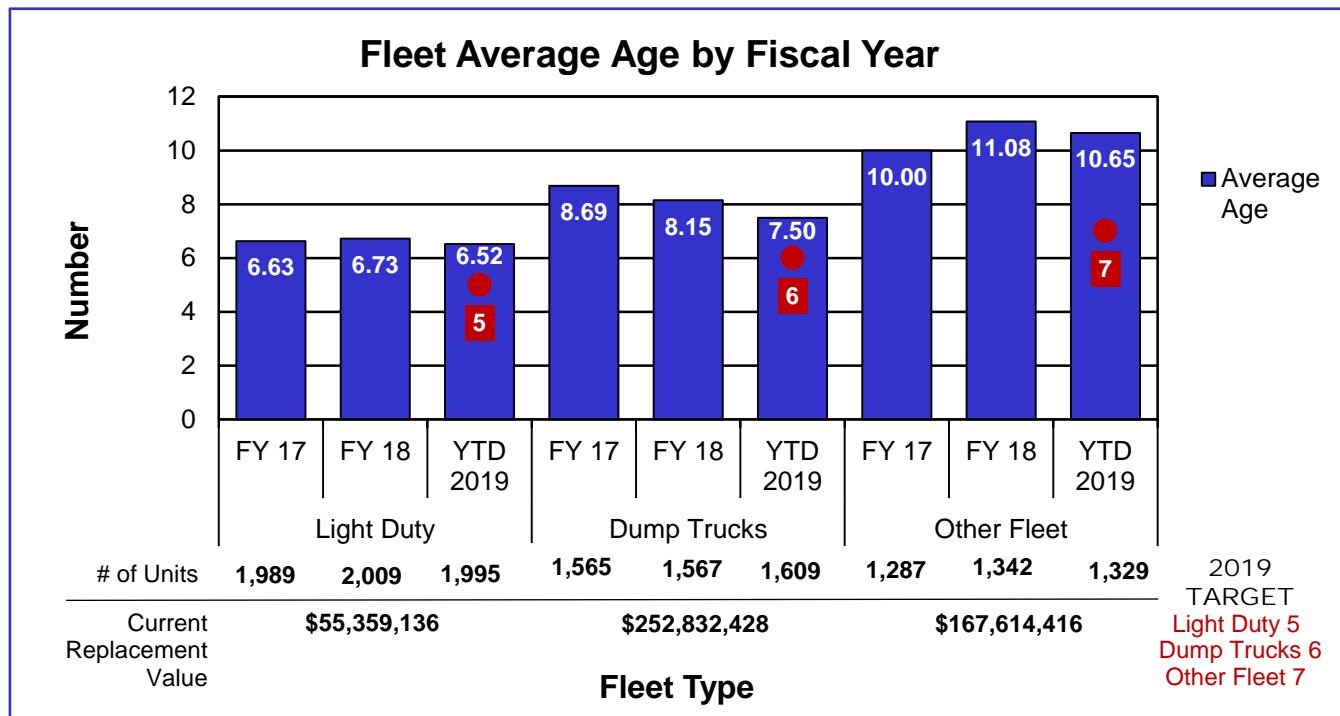
PROJECT MANAGER:

Amy Niederhelm, Central Office General Services Manager

PURPOSE OF THE PROJECT:

MoDOT must keep a dependable fleet to meet customer's needs. The fleet age is the best indication of fleet condition. The large investment in fleet, with a replacement value over \$475 million, emphasizes the importance. MoDOT is moving toward an asset management approach for fleet using data to plan fleet purchases over the next several years. MoDOT also strives to use resources wisely by improving fuel efficiency. This is critical since over \$25 million was budgeted for fuel in fiscal year 2018.

For the first six months of FY 2019, the average age for Light Duty fleet, Dump Truck fleet and Other fleet (includes equipment such as backhoes, loaders, tractors and specialty items like under bridge inspection units and stripers) shows gradual decreases. This is attributed to purchasing equipment based on the asset management approach. The goal is for the average age to be half the department's age threshold.



Fleet and Facilities Optimization Strategy Implementation

Facilities Optimization

SERVICE CHAMPION:

Eric Schroeter, Assistant Chief Engineer

PROJECT MANAGER:

Levi Woods, Central Office General Services Manager

PURPOSE OF THE PROJECT:

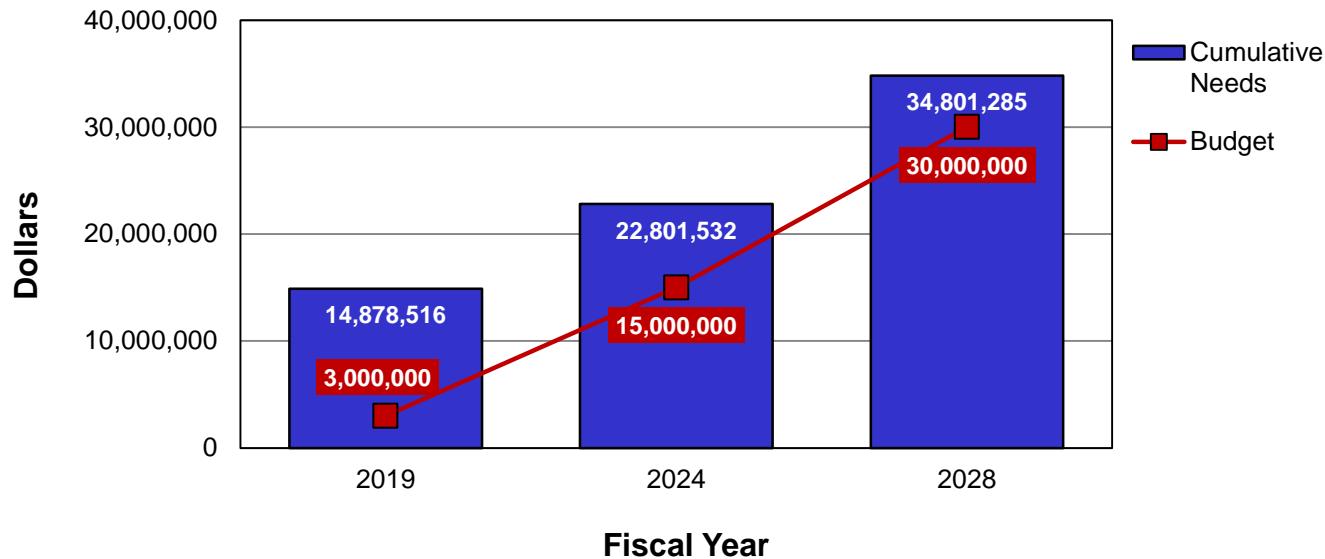
Facilities Optimization provides a similar asset management process for MoDOT facilities as is used by the Department for roadways. Like the Statewide Transportation Improvement Program, MoDOT facilities assets are placed into a rolling five-year budget based on needs. Facilities are currently funded at \$7.2 million annually for Capital Improvement and Asset Management purposes. The charts depict MoDOT's progress toward meeting our goal of having facilities that meet minimum needs and the systems maintained which keep the facility operational.

Facilities staff utilizes Vanderweil Facility Advisor, a computer-based program, to inventory, with age and condition of all buildings and improvements. Individual systems within the building are inventoried, with all units having a specified lifecycle. Based on actual annual inspections, the asset's lifecycle is determined to be either due for early replacement, replace at end of calculated life, or the lifecycle can be extended based on actual observed conditions. These options allow MoDOT the flexibility to optimize and maximize the useful life of each asset.

Facilities Asset Management and the Long Term Facilities Plan are currently funded at \$7.2 million annually. In 2014, the Long Term Facilities Planning Team recognized in order to operate, facilities have many necessities including space for mechanics to work inside during inclement weather, adequate restrooms for employees, sufficient meeting space for muster sessions and cold storage for operational supplies and equipment. Due to ever changing conditions at MoDOT facilities, the Long Term Facilities Planning Team reviews the needs and allocation of funds for each program on an annual basis. Funds are then allocated to the Capital Asset Preservation Plan (CAPP or Asset Management) and the Long Term Facilities Plan (Capital Improvement Plan- CIP). The \$7.2 million budget is allocated based on needs with \$6.6 million allocated to the CAPP and CIP Plans, with the remaining funds available for asset management of weigh scales, rest area/welcome centers, and design consultants.

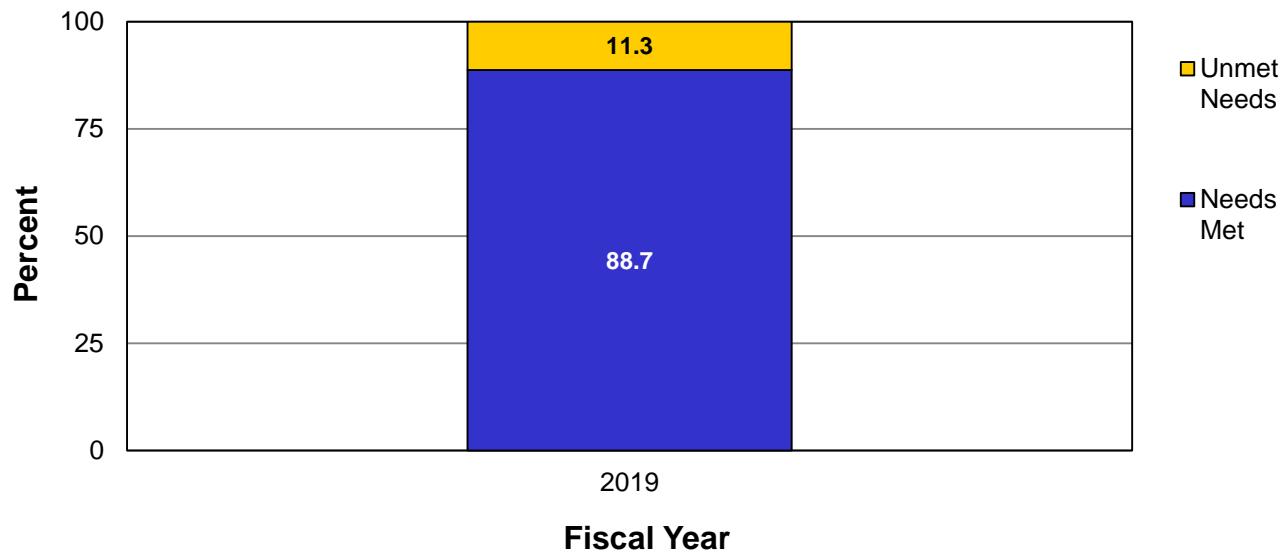
Fleet and Facilities Optimization Strategy Implementation

Projected Asset Management Budget vs. Needs



Note: Budget of \$3 million annually over 10 year period.

Percent of Buildings that Meet Minimum Needs



STABILITY

Preserve and operate a reliable transportation system with an engaged workforce

- **Increase Employee Engagement and Recognition**
 - Pay Plan
 - Training and Certifications
 - Evaluate Job Descriptions
 - Leadership Coins
 - Succession Planning
- **Research and Deploy Alternative Funding Solutions**
 - Cross-cabinet Collaboration
- **Leverage Innovations to Reduce Costs and Improve Service Quality**
- **Cost Share Program with Local Government Statewide**

Increase Employee Engagement and Recognition

Employee Engagement and Cost of Turnover

STABILITY CHAMPION:

Micki Knudsen, Chief Administrative Officer

PROJECT MANAGER:

Paul Imhoff, Special Projects Coordinator

PURPOSE OF THE PROJECT:

Employee turnover not only has a direct impact on MoDOT's ability to preserve and operate a reliable transportation system, but also is a reflection of the level of employee engagement within MoDOT. Increasing employee engagement and reducing turnover and its subsequent costs are prudent goals toward organizational stability and a wise use of taxpayer dollars.

For the first three quarters of fiscal year 2019, MoDOT turned over 505 employees. If turnover rates stay consistent over the next quarter, it's estimated that total turnover will be 673. Applying a Society for Human Resources Management turnover cost calculator to these estimates finds the hard cost of backfilling positions to be \$2.08 million for FY 2019. For the same period, the soft cost of turnover is estimated to be \$32.29 million. The estimated FY 2019 total turnover cost of \$34.37 million is an 11.9 percent increase over FY 2018.

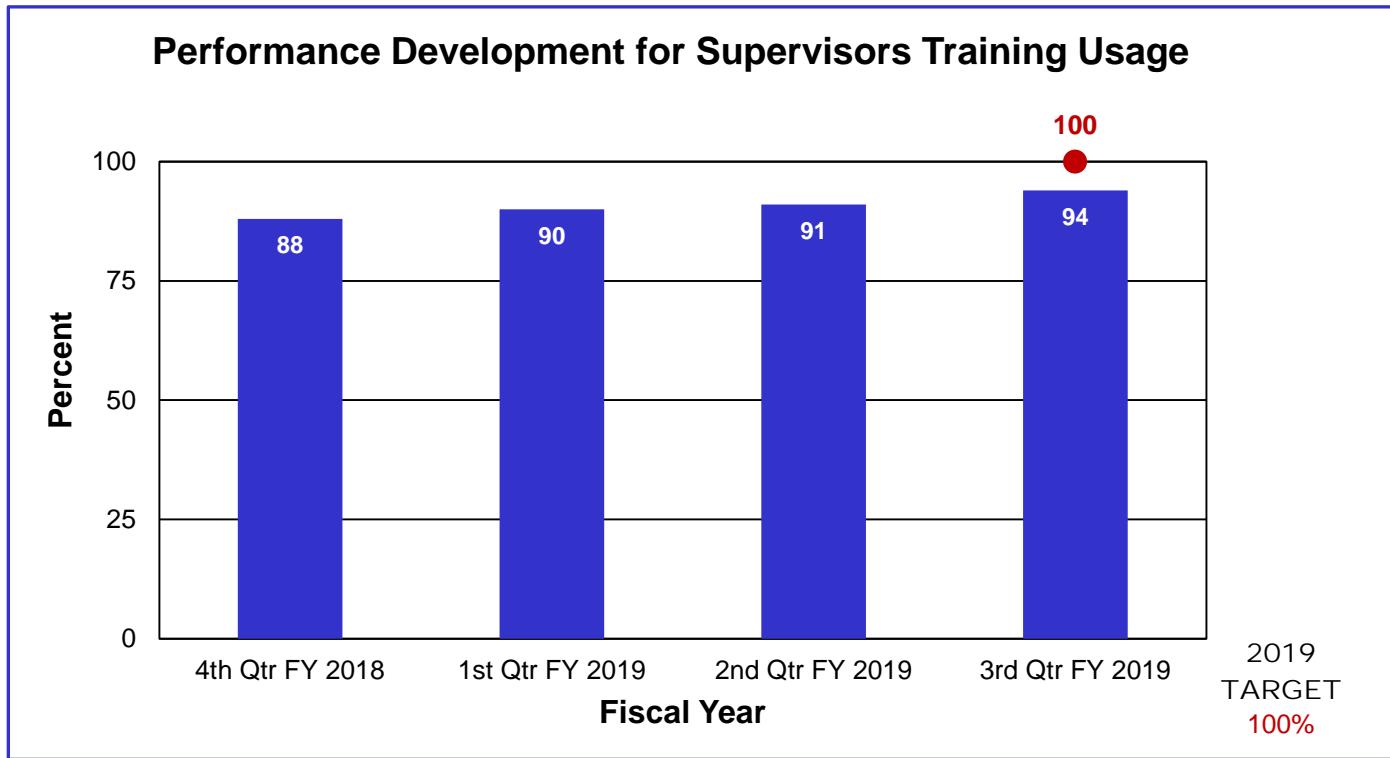
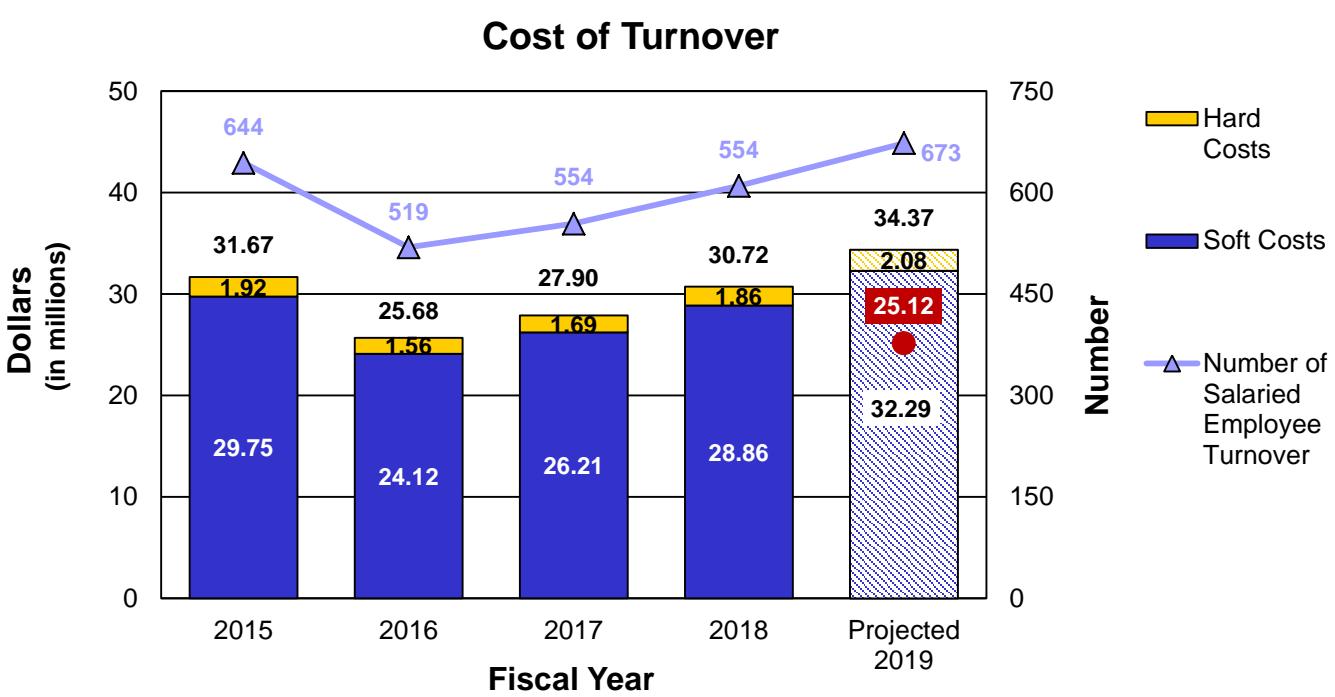
Efforts to improve the stability of MoDOT by increasing employee engagement are underway.

- **Pay Plan:** For fiscal year 2020, the Legislature has approved pay plan that would effectively complete the first three years of the MoDOT pay strategy by providing a 1.1 percent cost of living increase, plus a one-step increase for eligible salaried employees and an additional one step increase for employees at Step 9 or below.
- **Training and Certifications:**
 - **Performance Development:** Performance development is about helping each individual person at MoDOT perform their best each day by having more regular conversations with their supervisor. The approach is a combination of performance management and employee development and focuses on three core principles: establishing expectations, regularly coaching and creating accountability.
 - Two principle trainings are being offered to fully implement Performance Development: *Performance Development for Supervisors* and *Situational Leadership*.
 - *Performance Development for Supervisors* is a mandatory training that all current and new supervisors are required to attend. The training was first made available to all current supervisors in June 2018. All new supervisors will attend the training as part of MoDOT's Core Workforce Values Training for Supervisors.

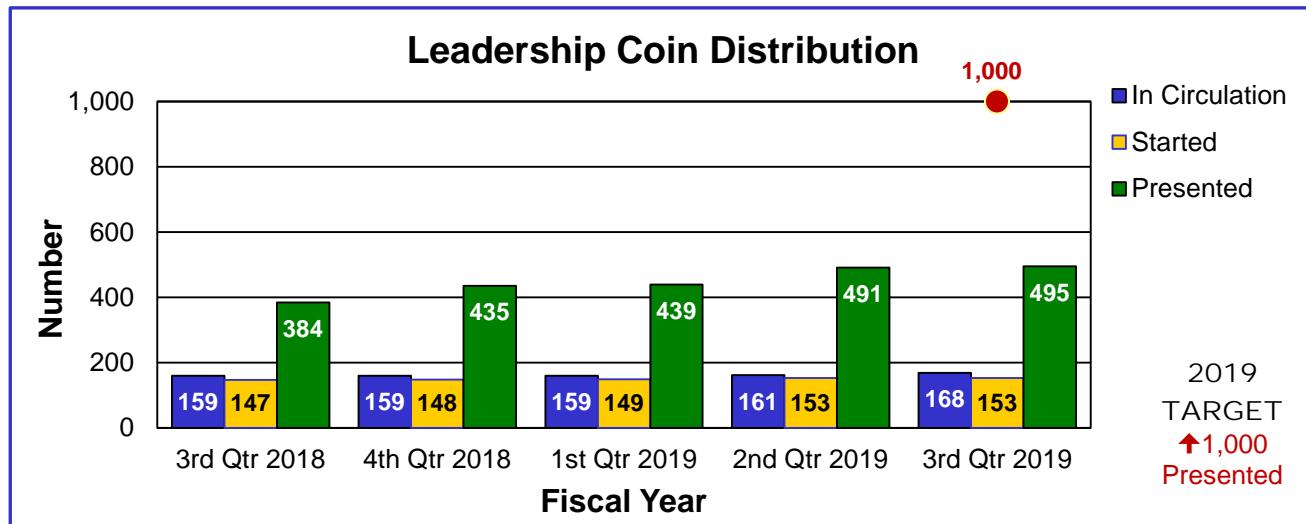
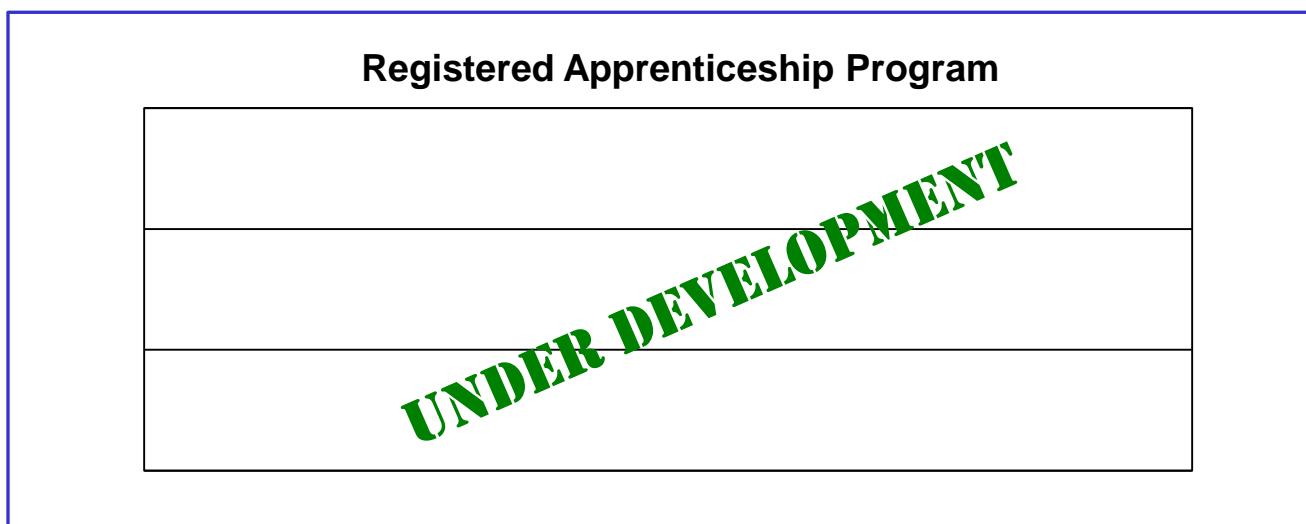
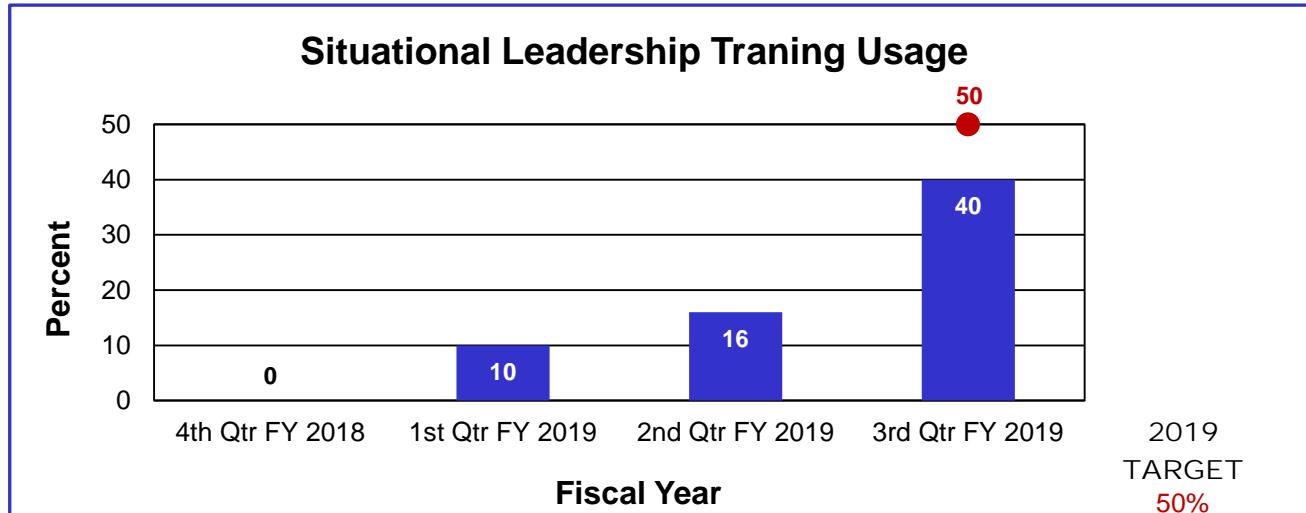
Increase Employee Engagement and Recognition

- *Situational Leadership* is an e-learning training in MoDOT U and is offered to those in a supervisory role. It was first made available in August 2018. It is an optional training for individuals in a supervisory role prior to Sept. 1, 2018. All supervisors hired or promoted into a supervisory role for the first time after Sept. 1, 2018 are required to go through the training as a part of MoDOT's Core Workforce Values Training for Supervisors. The benchmark for this training is provided by the Center for Leadership Studies and represents the usage rate organizations typically see in the first year the training is offered.
- **Registered Apprenticeship Program:** A communication plan is developed to launch this program by May 1, 2019. This program provides an opportunity for eligible veteran employees to use GI benefits to receive an additional monthly stipend. In the future, the program will provide non-veteran, maintenance career ladder employees the potential to earn college credit through on-the-job training.
- **Leadership Coins:** The *Leadership in Action* recognition coin passing program has been in effect since September 2017. The purpose of the program is for coin holders to look for leaders within MoDOT who are actively demonstrating MoDOT's Values and/or moving MoDOT forward in the areas of Safety, Service or Stability. Each coin will be passed ten times and will be subsequently retired. There are currently 168 coins in circulation that have been presented 495 times. Three coins have been retired.
- **Succession Planning:** Substantive changes have been made to the executive level organizational structure with the addition of the Chief Administrative Officer and Chief Safety and Operations Officer roles.
- **Evaluate Job Descriptions:** This project will follow the organizational assessment and succession planning study work.

Increase Employee Engagement and Recognition



Increase Employee Engagement and Recognition



Research and Deploy Alternative Funding Solutions

Cross-Cabinet Collaboration

STABILITY CHAMPION:

Micki Knudsen, Chief Administrative Officer

PROJECT MANAGER:

Liz Prestwood, Policy/Innovation Program Manager

PURPOSE OF THE PROJECT:

The current Missouri vehicle registration fee is based on taxable horsepower, an archaic measure which bears no correlation with vehicle power, vehicle weight, or impact caused on infrastructure. Missouri is the only state using taxable horsepower to assess vehicle registration fees.

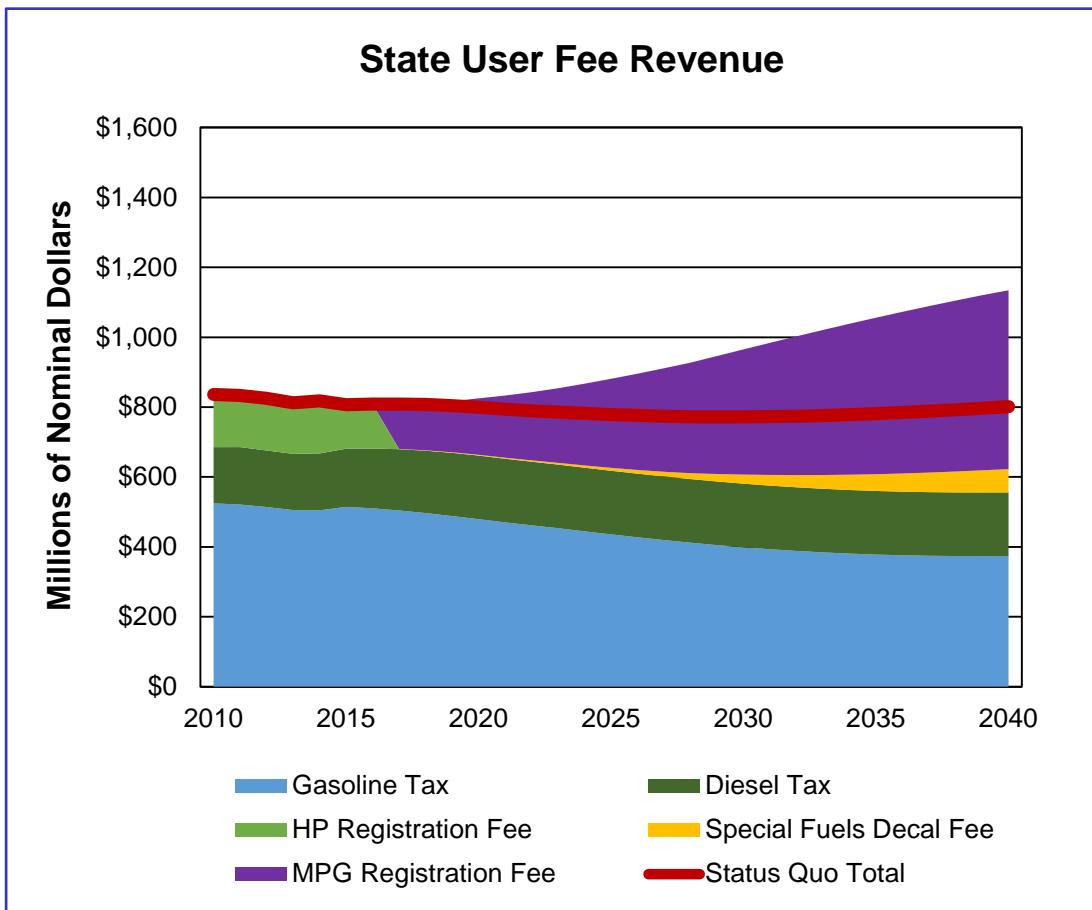
Missouri has been the recipient of three consecutive Surface Transportation System Funding Alternative (STSFA) federal grants totaling \$4,805,000. The first award was to perform pre-deployment activities for concept feasibility in the amount of \$250,000. Phase two award provided \$2,772,500 and is being used to determine existing system capabilities for implementation and further investigates the impacts to Missouri residents through a Highway Cost Allocation and Revenue Attribution Study (HCARAS) and Rural Urban Transportation Funding Analysis. In 2019 MoDOT received a third STSFA award in the amount of \$1,782,500 for the design and implementation of an MPG based registration fee.

The initial work and deliverables from the Department's STSFA activities modeled how an MPG-based fee could be used to supplement and or replace the current registration fee schedule. The project team began work with Missouri Department of Revenue (DOR) in 2018 to explore existing system capabilities to collect this type of fee and identify gaps. This DOR-led study concluded in January 2019. The consultant presented five options of varying cost to implement an MPG-based fee structure. This cross-cabinet effort is ongoing and the preferred implementation option has not been selected. Legislation has been filed in the 2019 Missouri General Assembly to support this MPG-based registration fee.

Two additional studies are underway to fully understand impacts of an MPG based registration fee. A revenue study will determine the typical impacts (per year, per mile, per driver etc.) of highway use and will provide a quantitative basis for the fees attributed to non-gasoline and non-diesel vehicles. The second study currently underway will analyze fees paid by rural and urban drivers under the proposed MPG-based registration fee system, considering the commuting behaviors and vehicle characteristics of highway users statewide.

The principal project goals are to generate revenue consistent with technological trends in the motor vehicle market and to ensure privacy and security for Missouri drivers while utilizing current adaptable technologies to collect and administer the fee.

Research and Deploy Alternative Funding Solutions



Leverage Innovations to Reduce Costs and Improve Service Quality

Innovations Challenge Submissions and Best Practices

STABILITY CHAMPION:

Micki Knudsen, Chief Administrative Officer

PROJECT MANAGER:

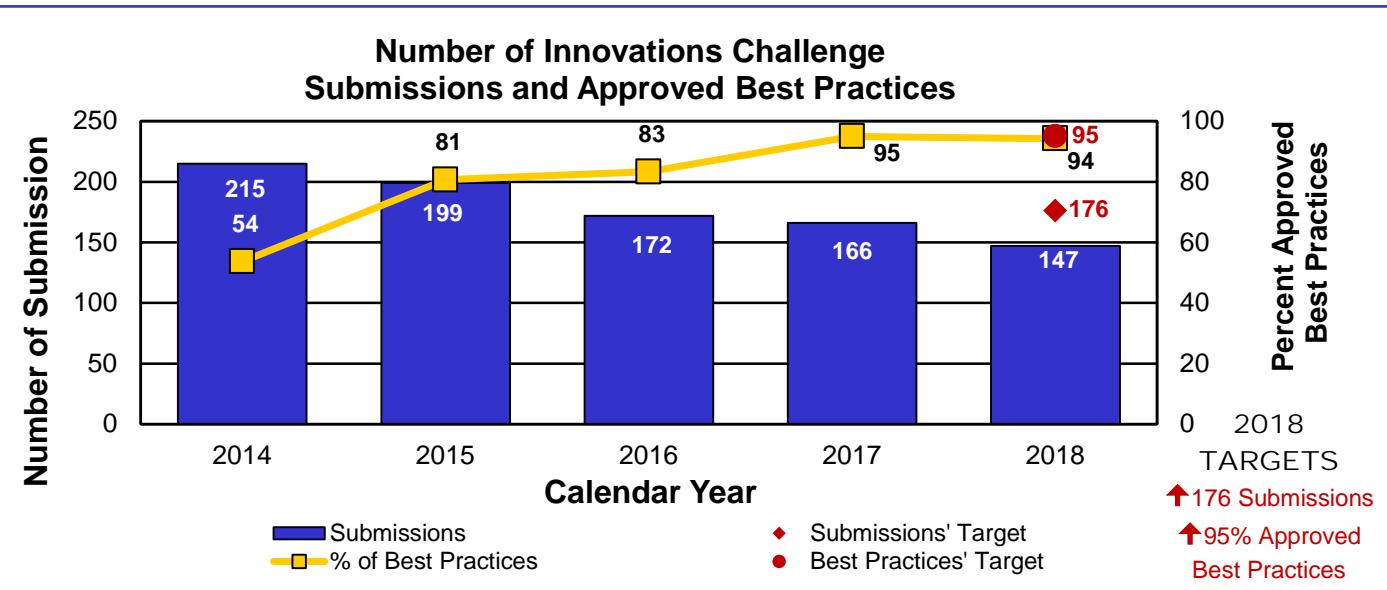
Kelly Backues, Transportation Planning Specialist

PURPOSE OF THE PROJECT:

Preserving and operating a reliable transportation system takes an engaged workforce. MoDOT's Innovations Challenge program provides employees opportunity and recognition for their efforts to leverage innovations so the department may reduce costs and improve service quality.

There were 147 submissions for this year's Innovations Challenge, which is 84 percent of the annual target of 176. The annual submission total represents an 11 percent decrease from last year. Submissions were lower in four of the eight competing areas. The St. Louis District had the largest increase (142 percent) and the Kansas City District had the largest decrease (52 percent). The 2018 target for approved best practices has been set at 57. Ninety-four percent of the 52 showcase participants were chosen as a best practice in 2018 which is only one percent below the 95 percent target.

Transportation Planning staff is working with location coordinators and regional managers to implement strategies to increase participation. The pre-showcase evaluation process continues to be expanded to ensure all affected areas of the department have input, which should result in higher quality innovations at the showcase. A new online virtual showcase is being promoted to employees to generate more interest in the program.



Leverage Innovations to Reduce Costs and Improve Service Quality

Number of submissions by location:

Location	Total 2018	Total 2017	Change +/-	Percentage Change +/-
Northwest District	13	13	0	0%
Northeast District	20	19	1	5%
Kansas City District	14	29	-15	-52%
Central District	11	22	-11	-50%
St. Louis District	17	7	10	142%
Southwest District	21	28	-7	-25%
Southeast District	20	25	-5	-25%
Central Office	31	23	8	35%
Total Submissions	147	166	-6	-11%

2018 Approved Best Practices

- Automatic Flagger Assistance Device (SW)
- Back-Up Camera (NW)
- Barricade Leg Spring (SW)
- Barricade Trailer Lighting System (SW)
- BDB Toolbar (TP)
- Bridge and Culvert Inspection Maps (TP)
- Chipper Truck Hitch (SW)
- Curlex Unoller-A (NE)
- Curlex Unroller-B (NE)
- Emergency Callout Meal Expense Payments (NW)
- Flagger Cone (NE)
- Flagger Radio (SE)
- Florida Flume (SL)
- Fluorescent Green Flagger Cone (SW)
- Foldable Tailgate Chute (SE)
- Full-Manual Signal Control (NW)
- Gas-Powered Post Driver (SW)
- Guardrail Height Jig (DE)
- Highway Grant Management System (MT)
- Ice Ban Additive (SL)
- JAWS Debris Remover (KC)
- Lens Protective Wrap (SW)
- Maintenance Job Numbers (MT)
- Maintenance Training Academy (KC)
- Mobile Platform (NE)
- One-Click Travelway Maintenance (TP)
- Pavement Repair Photo Documentation (CD)
- Portable Hydraulic Pump Station (NE)
- Professional Development Institute (HR)
- Project Prioritization Tool (SW)
- Removable Mud Flaps (NE)
- Retractable Mic Cord (SW)
- Road Trippin' (NE)
- Safety Improvements Design-Build Project (SL)
- Sequential Channelizer LED Lights (SW)
- Sign Bracket for Columns and Poles (KC)
- Skid Steer Culvert Cleaner (SE)
- Skid Steer-Mounted Weedeater (NE)
- Sponge Sprayer (NW)
- Telespar Organizer (NE)
- Texas DOT Barrier (SL)
- ThrU-Turns (SL)
- Traffic Counter Site Conversions (TP)
- Trailer Pullout Ladder (SE)
- Transportation Funding Calculators (TP)
- Time Reporting System-OT Enhancement (IS)
- Truck Ladder Extension (SW)
- Turn Lane Warrants (NW)
- Up-To-Date Location Sketches (SE)

Cost Share Program with Local Government Statewide

Local Entity Cash Leveraged for Cost Share Program

STABILITY CHAMPION:

Micki Knudsen, Chief Administrative Officer

PROJECT MANAGER:

Todd Grosvenor, Assistant Financial Services Director

PURPOSE OF THE PROJECT:

The Cost Share Program builds partnerships with local entities to pool efforts and resources to deliver state highway and bridge projects. When local entities are willing to partner with MoDOT, MoDOT matches their investment up to 50 percent of the project cost. MoDOT works in cooperation with the Department of Economic Development with local entities to determine when targeted investments can be made to create jobs and may provide up to 100 percent of the project cost.

On Jan. 8, 2014, the Missouri Highways and Transportation Commission suspended the Cost Share Program due to declining transportation funding.

On Jan. 4, 2017, the Missouri Highways and Transportation Commission reactivated the Cost Share Program for FY 2018. As of the first quarter of FY 2019, Cost Share Program funds totaling \$9.1 million were approved for six projects. For every \$1 of Cost Share Program funds, local entities provided \$1.59 of cash, which is \$0.59 above the target.

